

MAPP® + Assessment.com for Workforce Development Agencies

A practical operating guide for state, county, regional, and local workforce systems serving job seekers, career changers, youth, veterans, displaced workers, justice-involved participants, and employers.

Discover	Navigate	Advance
Motivation, interests, strengths, and fit	Careers, education, credentials, and live jobs	Plans, skills, employer connections, and outcomes

Prepared for workforce executives, program directors, career navigators, case managers, business-services teams, procurement leaders, and implementation partners.

Start with a free workforce account

Explore the participant experience before planning a program-wide rollout.

[Create a Free Account →](#)

HOW TO USE THIS GUIDE

From assessment to measurable progress

This resource is an implementation playbook—not a substitute for agency policy, professional judgment, or validated eligibility and selection procedures.

If you are...	Use this guide to...	Start with
Workforce executive	Connect platform capabilities to strategy, WIOA outcomes, governance, and procurement.	Sections 1, 14–17
Program director	Design participant journeys, staffing, service tiers, and a pilot.	Sections 4, 10, 16
Career navigator	Structure conversations, IEPs, referrals, and follow-up.	Sections 2, 4, 11; Appendices A–C
Business-services lead	Translate participant evidence into employer engagement and talent matching.	Section 12
Data or IT lead	Plan integrations, permissions, analytics, accessibility, and AI safeguards.	Sections 14, 15, 17

Contents

Part	Topics
I. Strategy	Operating challenge • MAPP foundation • full platform
II. Participant service	Lifecycle • career/education navigation • AI • jobs • transitions
III. System delivery	Population models • advisor workflow • employer services • readiness
IV. Accountability	WIOA measurement • equity/governance • implementation • procurement
Appendices	Advisor conversation • IEP worksheet • AI prompts • pilot checklist • sources

Responsible-use principle MAPP results are decision support. They should expand options and improve conversations—not screen participants out, diagnose a condition, or predetermine a career.

EXECUTIVE SUMMARY

A connected career-navigation system for the whole participant journey

Assessment.com can help a workforce agency move from a fragmented sequence of intake forms, career searches, training referrals, job boards, and coaching notes toward a connected participant journey. MAPP provides a motivational foundation; the broader platform adds career and education matching, labor-market context, live opportunities, workforce-readiness tools, AI assistance, dashboards, and agency oversight.

Agency priority	Platform contribution	Operational result
Faster, more meaningful intake	MAPP plus focused assessments and AI-supported summaries	A shared language for strengths, preferences, barriers, and goals
Better career plans	Career Explorer, matching, O*NET/BLS context, AI Career Risk	Options are ranked, compared, and stress-tested before referral
Training alignment	Educational pathways, degree/program and institution matching	Training choices connect to occupations, credentials, costs, and outcomes
Job placement	Live matching jobs, resume and interview support	Participants move from exploration to applications with less handoff friction
Consistent service quality	Advisor portal, participant dashboards, AI assistance, progress tracking	Teams can standardize core steps while preserving human judgment
Accountability	Enterprise analytics, reporting, API and white-label options	Leaders can monitor reach, engagement, progress, and service gaps

Explore the workforce platform

See the platform capabilities designed for agencies, partners, participants, and employers.

[View Workforce Development Solutions →](#)

01 • STRATEGY

The workforce operating challenge

Workforce systems serve people with different levels of readiness, digital access, work history, confidence, urgency, and support needs. A useful platform must support both self-service and staff-assisted delivery while keeping each participant's plan coherent across programs and referrals.

- **Fragmented decisions.** Career choice, training choice, job search, and supportive-service planning often occur in different tools.
- **Uneven service intensity.** Some participants need a quick digital pathway; others need facilitated interpretation and frequent follow-up.
- **Labor-market change.** Career plans must account for demand, skills, credentials, wages, location, and potential technology disruption.
- **Administrative load.** Navigators need practical summaries, reusable workflows, and documentation support without replacing professional review.
- **Outcome pressure.** Programs must improve participant experience while tracking employment, earnings, skills progress, credentials, and employer value.

Design implication Do not deploy MAPP as a stand-alone test. Deploy it as the opening evidence layer in a guided sequence: discover → explore → plan → prepare → connect → follow up.

02 • FOUNDATION

What MAPP measures—and how to use it responsibly

MAPP is a motivational assessment designed to identify patterns in what a person is naturally drawn toward and the kinds of work environments and activities that may sustain engagement. The platform combines those results with career matching and additional exploration tools.

Use MAPP to...	Do not use MAPP to...
Open a strengths-based career conversation	Diagnose a psychological or medical condition
Generate and compare plausible career directions	Guarantee performance or predict employment success
Identify areas for deeper research and job shadowing	Exclude someone from a program, occupation, or employer referral
Connect motivation to training and job-search strategy	Override participant choice, lived experience, or current constraints
Create a baseline for an individual employment plan	Treat one score as a complete picture of employability

A strong interpretation conversation combines four lenses: MAPP results, participant narrative, labor-market evidence, and feasibility. Feasibility includes credentials, geography, schedule, transportation, benefits, disability access, care responsibilities, and the time required to qualify.

03 • PLATFORM

The Assessment.com capability map

Capability	Participant value	Agency value
MAPP and Assessment Marketplace	Self-knowledge plus additional skill, interest, personality, and readiness exploration	Flexible intake and workshop content for varied populations
Career Explorer and matching	Discover occupations and understand match factors	Consistent career-exploration workflow grounded in occupational data
Education and training pathways	Move from career to degree, program, school, or credential options	Stronger alignment between training referrals and career goals
Live jobs and internships	See current opportunities and match context	Shorter path from plan to application
AI Career Navigator and coaches	On-demand explanations, planning, skill translation, and preparation	Scalable support between staff contacts
Resume, interview, and readiness tools	Build practical job-search materials and confidence	Structured preparation before employer referral
Dashboards and advisor portal	Save results, plans, matches, and progress	Caseload visibility and more consistent follow-up
Enterprise controls	A coherent branded experience	Analytics, roles, integrations, API, multilingual delivery, and security options

See the participant experience

Review how assessments, career matching, education pathways, AI guidance, and live opportunities work together.

[Explore Individual Career Tools →](#)

04 • PARTICIPANT JOURNEY

A practical service model from intake through retention

Stage	Participant action	Staff contribution	Useful evidence
1. Discover	Complete MAPP and selected intake/readiness activities	Set expectations; provide access; interpret in context	Motivators, interests, strengths, preferences, barriers
2. Explore	Compare career matches and adjacent options	Challenge assumptions; add local labor-market evidence	Career match, wages, outlook, requirements, AI risk
3. Plan	Select a goal and alternatives; build an IEP	Test feasibility; coordinate referrals and supportive services	Goal, milestones, responsible parties, dates
4. Prepare	Pursue skills, credentials, resume, and interviews	Monitor progress; coach; remove barriers	Skills gains, credential steps, work-readiness artifacts
5. Connect	Search and apply to matched opportunities	Curate referrals; engage employers; support applications	Applications, interviews, referrals, offers
6. Sustain	Report milestones and request support	Follow up after exit; troubleshoot retention and advancement	Employment, earnings, credential, retention, advancement

Suggested minimum digital pathway

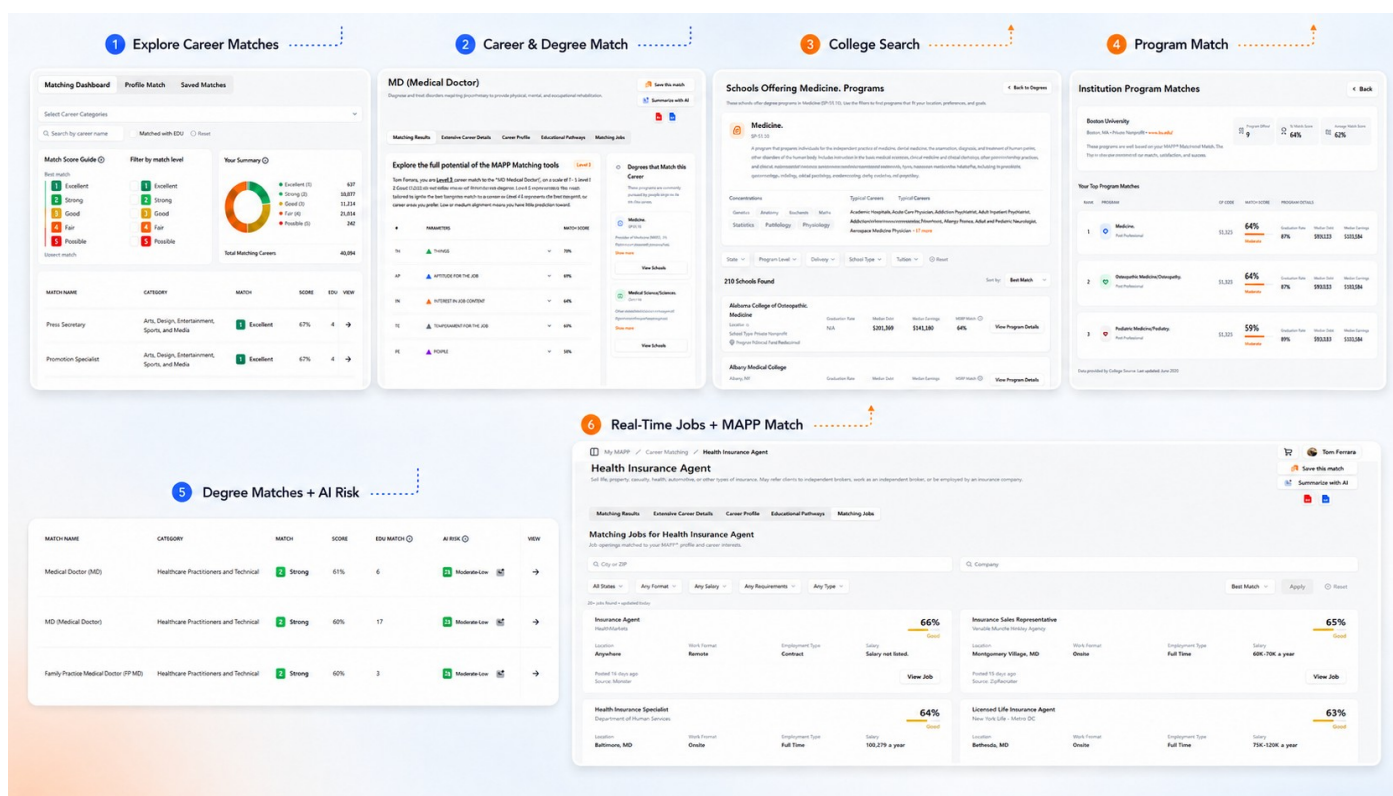
1. Welcome, consent, accessibility and language check.
2. MAPP completion with plain-language explanation of purpose.
3. Save three career possibilities: a target, an adjacent option, and a bridge role.
4. Compare requirements, wages, local demand, transferable skills, and technology exposure.
5. Choose an education, credential, apprenticeship, or direct-to-work pathway.
6. Create next actions and schedule the next human checkpoint.

Service-tier rule Self-service should never mean unsupported. Use automated prompts and dashboards for momentum, with clear escalation to a navigator when risk, confusion, access needs, or high-stakes decisions appear.

05 • CAREER INTELLIGENCE

Career matching, labor-market context, and AI risk

The platform's matching flow can help participants move from a broad inventory of occupations to a shortlist worth investigating. Staff should make the comparison visible: why a career matches, what preparation it requires, what it pays, where it is growing, and what tradeoffs it creates.



A connected journey from career matching to degrees, institutions, program matches, AI-risk context, and live job opportunities.

Use the AI Career Risk indicator as a conversation starter about task change—not as a forecast that a job will disappear. Explore which tasks may be augmented or automated, which human capabilities remain valuable, and what skills or credentials make the participant more adaptable.

Comparison question	Evidence to review	Navigator prompt
Is the work motivating?	MAPP match factors and participant examples	“Which parts of this work sound energizing—and which do not?”
Is the pathway feasible?	Education, licensing, time, cost, delivery, prerequisites	“What would have to be true for this route to work?”
Is there opportunity?	Openings, outlook, geography, wages, employers	“Where is demand real in your commute or remote-work area?”
Is the work changing?	AI risk, task mix, tools, emerging skills	“Which tasks are changing, and how could you stay ahead?”
What is the bridge?	Transferable skills and adjacent roles	“What can you enter sooner while building toward the target?”

06 • TRAINING AND CREDENTIALS

Connect career goals to education, apprenticeships, and credentials

A career plan becomes actionable when the participant can see the route from current qualifications to the target occupation. Assessment.com's educational pathways and institution/program matching can support career-to-major exploration and comparison of delivery, credential level, school type, cost, debt, graduation, earnings, and other available indicators.

Pathway	Best fit when...	Agency action
Direct to work	The participant already has sufficient skills or needs immediate income	Match live jobs; improve resume; prepare interviews; plan upskilling
Short-term credential	A targeted credential unlocks entry or advancement	Verify employer demand, eligibility, quality, cost, completion, and stackability
Registered Apprenticeship	Paid work-based learning fits the occupation and participant	Connect to sponsors; verify requirements; coordinate supportive services
Community/technical college	A certificate or degree is the realistic bridge	Compare programs, delivery, outcomes, prerequisites, and aid
Four-year or graduate study	The target occupation requires deeper academic preparation	Build a staged plan with time, affordability, transfer, and alternatives
Bridge or pre-apprenticeship	Foundational skills or readiness must be developed first	Specify milestones and the handoff into the next credential or employer

Quality gate A match is not an approval. Apply agency policy, eligibility rules, consumer information, approved-training-provider requirements, accessibility review, and due diligence before funding or referral.

07 • WORKFORCE DEVELOPMENT AI SOLUTIONS

Scale guidance while protecting human judgment

The platform describes AI capabilities for career navigation, education planning, job preparation, summaries, transferable-skill translation, individual employment plans, training recommendations, interview practice, resume support, and progress documentation. These capabilities can reduce blank-page work and improve access between appointments when governed carefully.

AI-supported task	Useful output	Required human check
Explain results	Plain-language summary and reflection prompts	Accuracy, tone, accessibility, cultural relevance

AI-supported task	Useful output	Required human check
Generate career options	Shortlist of target, adjacent, and bridge roles	Local demand, feasibility, participant preference
Draft an IEP	Goal, milestones, tasks, dates, and support needs	Eligibility, commitments, sequencing, responsible parties
Translate skills	Civilian, cross-industry, or employer-facing language	Evidence from actual experience; no fabricated claims
Recommend learning	Skill gaps and possible training steps	Provider quality, funding rules, cost, prerequisites
Prepare applications	Resume bullets, cover-letter ideas, interview practice	Truthfulness, relevance, accommodations, employer requirements
Draft case notes	Concise summary of activities and next steps	Consent, minimization, objective wording, policy compliance

Minimum AI governance controls

- Tell participants when AI is being used and what it can and cannot do.
- Keep eligibility, funding, sanctions, selection, and adverse decisions under authorized human control.
- Do not enter sensitive information unless the approved configuration, contract, and policy permit it.
- Require staff and participants to verify facts, credentials, employers, dates, and generated claims.
- Test for accessibility, language quality, bias patterns, hallucinations, and inconsistent recommendations.
- Maintain escalation, incident, audit, retention, and vendor-management procedures.

Explore before you scale

Create a free account to experience the assessment, matching, and AI-supported participant journey.

[Create a Free Workforce Account →](#)

08 • CAREER ASSISTANCE

Turn insight into applications, interviews, and live opportunities

Career assistance should connect exploration to action without forcing participants through separate, disconnected tools. The platform can combine saved matches, live job listings, MAPP-informed fit context, AI coaching, resume development, interview preparation, and learning roadmaps.

Career-assistance moment	Participant task	Staff quality check
Targeting	Define role families, geography, schedule, wage floor, and job type	Confirm constraints, accommodations, and realistic alternatives
Resume	Translate experience into relevant, truthful accomplishments	Check evidence, readability, keywords, gaps, and accessibility
Search	Review live openings and match information	Validate freshness, employer, requirements, commute, and scam risk
Application	Tailor materials and complete submission	Avoid false claims; document application and follow-up
Interview	Practice stories, questions, and role-specific scenarios	Coach clarity, examples, disclosure choices, and accommodations
Offer	Compare pay, benefits, schedule, growth, travel, and stability	Support informed choice; connect benefits or legal resources when needed
Retention	Check in and address early challenges	Coordinate supports; protect confidentiality; document outcomes

Live-listing safeguard Job listings change. Always verify that an opening is current and legitimate at the employer's destination before a participant invests time or shares personal information.

09 • TRANSITIONS AND OUTPLACEMENT

Support rapid response, restructuring, and career change

For layoffs, closures, restructuring, mergers, voluntary separation, and other transitions, a technology-supported outplacement model can provide immediate access and a full-year runway for exploration, skill translation, job search, and coaching. Agencies can use the same core workflow for rapid-response cohorts while layering local services and eligibility pathways.

Transition phase	Recommended service bundle	Agency coordination
Before separation	Orientation, consent, account activation, MAPP, transferable-skills inventory	Employer briefing, labor partnership, privacy and communications plan

Transition phase	Recommended service bundle	Agency coordination
First 30 days	Career shortlist, labor-market review, resume, job alerts, benefits and training triage	Rapid-response intake, unemployment and supportive-service connections
30–90 days	Applications, interviews, credentials, apprenticeships, career pivots	Navigator checkpoints, employer outreach, training approvals
90–365 days	Continued search, advancement, reskilling, AI coaching, retention support	Outcome follow-up, re-engagement triggers, partner handoffs

Plan transition services

Review Assessment.com’s technology-first, hybrid, and executive-support outplacement options.

[Explore Outplacement Services →](#)

10 • POPULATION MODELS

Adapt the same platform to different starting points

Population	Design emphasis	Helpful platform uses	Watch-outs
Dislocated workers	Speed, identity transition, income continuity	MAPP, transferable skills, adjacent careers, live jobs, outplacement	Do not force a long process before urgent job search
Youth and young adults	Exposure, agency, work-based learning, credentials	Guided MAPP, career exploration, education pathways, readiness assessments	Use developmentally appropriate facilitation and required consent
Veterans and spouses	Translate military experience and portable options	Skill translation, career matching, education, remote/live jobs	Avoid stereotypes; verify civilian credentials and licensing
Justice-involved participants	Fair-chance pathways, realistic sequencing, supports	Career exploration, readiness, bridge roles, credential plans	Account for legal restrictions without narrowing too early
Career changers	Reframe experience and compare tradeoffs	MAPP, adjacent roles, AI risk, education and matched jobs	Balance aspiration with wage, time, and family constraints
People with disabilities	Accessibility, accommodations, strengths, work design	Flexible assessments, role exploration, remote and schedule filters	Never infer capability from disability; provide accessible alternatives
English learners	Language access and contextual interpretation	Multilingual options, visual demonstrations, AI explanations	Check translation quality and avoid penalizing language proficiency
Long-term unemployed	Confidence, recent evidence, barrier resolution	Strengths summary, learning roadmap, practice, bridge opportunities	Sequence manageable wins and human contact

Universal design Offer plain language, mobile-friendly access, keyboard support, screen-reader compatibility, sufficient contrast, alternative formats, language options, and a staff-assisted route from the beginning—not only after someone fails.

11 • AMERICAN JOB CENTER WORKFLOW

Give navigators a repeatable structure without scripting away empathy

A good workflow makes the next best action obvious while leaving room for professional judgment. Agencies can configure a common core and then vary intensity by program, readiness, and participant preference.

Encounter	Before	During	After
Orientation	Invite account creation; check access and language	Explain purpose, consent, and available support	Confirm completion path and next appointment

Encounter	Before	During	After
Assessment review	Review MAPP and participant notes	Validate, challenge, and contextualize themes	Save career shortlist and questions to research
IEP meeting	Gather labor-market and training evidence	Choose goal, alternatives, milestones, and supports	Assign tasks, dates, referrals, and follow-up
Progress review	Check dashboard activity and barriers	Celebrate evidence; troubleshoot; revise sequence	Document objective progress and escalation
Employer referral	Verify readiness, fit, requirements, and consent	Prepare tailored materials and interview strategy	Track outcome and employer/participant feedback
Retention contact	Review placement and support plan	Identify early risks and growth opportunities	Connect resources; record outcome; schedule next check

Navigator service standards

- Begin with the participant's goal and interpretation—not the score.
- Show the evidence behind recommendations and identify uncertainty.
- Always provide at least one adjacent or bridge pathway.
- End every session with a documented next action, owner, and date.
- Use warm handoffs for training, benefits, disability, transportation, childcare, legal, or behavioral-health supports.

12 • EMPLOYER SERVICES

Connect talent evidence to demand without turning MAPP into a gate

The platform describes employer-facing capabilities including RoleMatch AI, job-specific profiles, candidate comparison, dashboards, and workforce analytics. Workforce agencies can use these capabilities to strengthen employer conversations, clarify role requirements, and prepare participants—provided the assessment is not used as the sole selection mechanism.

1. Define the role from actual tasks, conditions, skill requirements, schedule, and advancement—not only a title.
2. Separate trainable requirements from true prerequisites and remove unnecessary barriers.
3. Use RoleMatch or job-profile evidence to guide sourcing, preparation, and structured conversation.
4. Refer participants with consent and a balanced, job-relevant profile.
5. Collect structured feedback from both employer and participant after interviews and placements.
6. Track retention, advancement, wage progression, and recurring skill gaps to improve services.

Employer question	Agency response using platform evidence
"Why aren't we seeing qualified applicants?"	Compare stated requirements to actual tasks; identify adjacent occupations and trainable gaps.
"Can you prepare candidates faster?"	Create a role-specific readiness path with assessments, skill practice, resume, and interview work.
"How can we improve retention?"	Review job conditions, realistic previews, motivation fit, onboarding, supports, and early follow-up.
"What skills should our pipeline develop?"	Aggregate recurring gaps and align training, credentials, and work-based learning.

Selection safeguard If an employer uses assessments in hiring, require a separate validation, legal, accessibility, adverse-impact, and governance review appropriate to that use. Career guidance evidence is not automatically employment-selection evidence.

13 • READINESS AND CUSTOM ASSESSMENT

Build practical learning and progress checks

The Assessment Marketplace can broaden exploration beyond MAPP, while the AI Assessment Builder can help teams draft custom knowledge or readiness checks. Agencies may use these tools for workshops, learning reinforcement, self-reflection, and progress conversations.

Appropriate use	Example	Control
Learning check	Knowledge after a financial-literacy or job-search workshop	Review every item, answer, reading level, and explanation
Self-assessment	Confidence with interviewing, digital job search, or workplace communication	Present as reflection, not objective certification
Practice	Scenario-based customer-service or safety questions	Label as practice and link to instruction
Program pulse	Participant experience and perceived barriers	Protect confidentiality and avoid collecting unnecessary sensitive data
Credential preparation	Low-stakes practice aligned to a published standard	Do not claim equivalence to an official exam or credential

14 • ACCOUNTABILITY

Connect platform activity to WIOA and agency outcomes

Federal WIOA performance indicators include employment in the second and fourth quarters after exit, median earnings in the second quarter, credential attainment, measurable skill gains, and effectiveness in serving employers. Platform activity can contribute operational evidence and earlier leading indicators, but official reporting must continue through approved state systems and definitions.

Outcome layer	Suggested indicators	Interpretation
Reach and access	Invitations, activations, completion, assisted vs. self-service, language/device/accessibility requests	Who is reached—and who is missing?
Engagement	MAPP completion, careers saved, education options viewed, coach sessions, return visits	Are participants moving beyond initial intake?
Plan quality	Career goal, alternative, evidence reviewed, milestones, dates, supports, navigator sign-off	Is there an actionable and feasible IEP?
Preparation	Training enrollment, skill gains, credentials, resumes, mock interviews, applications	Is capability and job-search readiness increasing?
Connection	Referrals, employer contacts, interviews, offers, placements	Are plans converting into opportunity?
Durable outcomes	Employment Q2/Q4, earnings, credential attainment, retention, advancement	Are services producing sustained value?
Equity and quality	Conversion and outcomes by program and permitted demographic/access groups	Where do experience or results differ materially?

A simple evaluation design

1. Define the target population, service model, comparison baseline, and success criteria before launch.
2. Instrument the funnel from invite → activate → complete → plan → prepare → apply → place → retain.
3. Segment by site, program, service tier, referral source, and accessibility mode.
4. Review qualitative evidence: participant confidence, choice quality, staff usability, employer feedback.
5. Monitor unintended effects such as delayed service, over-referral to training, or disparities in completion.
6. Decide to scale, modify, or stop based on pre-agreed evidence—not enthusiasm alone.

Measurement caution A career match score, AI-risk indicator, activity count, or satisfaction rating is not a WIOA outcome. Treat it as decision-support or a leading indicator and validate its relationship to results over time.

15 • EQUITY, PRIVACY, ACCESSIBILITY, AND AI GOVERNANCE

Make trust part of the service design

Control area	Minimum agency questions
Purpose and consent	What is collected, why, under what authority, who can see it, and what alternatives exist?
Data minimization	Which fields are essential? How long are records retained? How are exports and deletion handled?
Roles and permissions	What can participants, navigators, supervisors, partners, employers, and administrators access?
Accessibility	Does the full journey work with assistive technology, alternative input, captions, language support, and staff assistance?
AI oversight	Where is AI used? What decisions are prohibited? How are outputs reviewed, logged, challenged, and corrected?
Equity monitoring	Do completion, recommendation, referral, and outcome patterns differ? What remediation is available?
Security and vendors	What contractual, technical, incident-response, backup, and subcontractor controls apply?
Participant recourse	How can a person correct data, request help, obtain an alternative, or challenge a harmful outcome?

Establish a cross-functional governance group that includes program operations, frontline staff, data/IT, accessibility, legal/privacy, equity, procurement, and participant voice. Review high-impact changes before deployment and at a defined cadence afterward.

16 • IMPLEMENTATION

A 90-day pilot that produces a real scale decision

Phase	Weeks	Key work	Exit evidence
Align	1–2	Sponsor, population, sites, outcomes, workflow, governance, baseline, participant voice	Charter, RACI, measures, risk register
Configure	3–4	Branding, roles, invitations, service tiers, language/accessibility, integrations, content	Test environment and approved participant journey
Prepare	5–6	Staff training, scripts, escalation, quality rubrics, data validation, support plan	Certified pilot team and dry-run findings closed
Launch	7–10	Cohort activation, guided completion, navigator review, career/education/job actions	Funnel data, observations, issues, participant feedback
Evaluate	11–12	Outcome review, equity analysis, staff/employer feedback, cost and capacity	Scale/modify/stop recommendation and backlog
Decide	13	Executive review of evidence, risks, resources, procurement, roadmap	Documented decision, owner, timeline, controls

Pilot design choices

- **Population.** Choose a bounded cohort large enough to reveal workflow and access issues, not merely enthusiastic volunteers.
- **Sites.** Include at least one environment with realistic staffing, device, language, or connectivity constraints.
- **Service tier.** Test both self-service and staff-assisted experiences with clear escalation criteria.
- **Success criteria.** Combine adoption, plan quality, participant experience, navigator time, equity, and downstream action.
- **Control.** Use historical baseline, matched comparison, phased rollout, or another feasible design.
- **Decision rights.** Name who can approve configuration, pause the pilot, accept risk, and authorize expansion.

Discuss an agency implementation

Bring your population, sites, integrations, service model, and outcome priorities to a solution conversation.

[Contact Assessment.com →](#)

17 • PROCUREMENT AND TECHNICAL READINESS

Questions to resolve before an enterprise commitment

Domain	Due-diligence questions
Licensing and scope	Who is covered? Which features and AI uses are included? How are overages, pilots, renewals, and termination handled?
Identity and access	SSO? MFA? Role-based permissions? Partner access? Account lifecycle? Participant self-service?
Integration	API scope, documentation, rate limits, webhooks, exports, case-management/CRM/learning-system connections?
Data	Ownership, location, retention, deletion, portability, backups, disaster recovery, logs, analytics definitions?
Security and privacy	Independent assurance, incident notification, encryption, subprocessors, vulnerability management, public-records needs?
Accessibility and language	Conformance evidence, testing method, remediation SLAs, supported languages, alternative formats?
AI	Models/providers, data use, prompt/output retention, human controls, change notice, evaluation, prohibited use, auditability?
Implementation and support	Configuration, training, migration, customer success, support hours, escalation, service levels, roadmap?
Measurement	Dashboard definitions, raw-data access, WIOA alignment, demographic segmentation, custom reports, data quality?

Procurement principle Evaluate the full service—including workflow, accessibility, governance, integration, support, and evidence—not only the assessment report or feature list.

18 • COMMON FAILURE MODES

What to avoid—and how to correct it

Failure mode	Why it fails	Correction
“Complete the test” handoff	No interpretation or next action	Schedule review; save options; document a next step
Score-first counseling	Participants feel labeled or constrained	Lead with narrative and examples; treat scores as hypotheses
Training as the default answer	Cost and delay without demand or fit evidence	Compare direct-to-work, bridge, credential, apprenticeship, and degree routes
AI without boundaries	Errors and biased or inappropriate decisions scale	Disclose, restrict, review, test, log, and provide recourse

Failure mode	Why it fails	Correction
One workflow for everyone	Digital, language, disability, and readiness differences are ignored	Offer service tiers and accessible alternatives
More activity, no outcomes	Clicks and completions are mistaken for progress	Measure plan quality, action, placement, retention, and equity
Employer matching as screening	Guidance evidence is misapplied to selection	Use structured, job-related, validated processes for employment decisions
Big-bang rollout	Configuration and support failures affect everyone	Pilot with defined gates and scale only after evidence

APPENDIX A

A 30-minute MAPP review conversation

Time	Purpose	Suggested language
0–3 min	Frame	"This is one source of information. You decide what fits; we will test it against your experience and the labor market."
3–8 min	Elicit	"Before looking at the results, tell me about work or activities that gave you energy—and what drained it."
8–15 min	Interpret	"Which themes feel accurate, partly accurate, or surprising? What examples support your view?"
15–22 min	Explore	"Let's compare a target, an adjacent role, and a bridge role for requirements, wages, demand, and fit."
22–27 min	Plan	"What is the smallest useful action you can complete before our next contact?"
27–30 min	Confirm	Restate the goal, next action, owner, due date, support, and follow-up channel.

Reflection prompts

- What parts of the result match how you see yourself? What does not?
- Which past experiences show these motivators in action?
- What conditions help you do your best work?
- Which career result would you like to investigate—not commit to?
- What evidence would make this option stronger or weaker?
- What barrier could interfere, and what support might reduce it?

APPENDIX B

Individual Employment Plan worksheet

Field	Participant and navigator notes
Primary employment goal	Role/occupation, geography, schedule, wage target, target date
Alternative and bridge options	Adjacent role and faster-entry role
Why this direction	MAPP themes, experience, values, labor-market evidence
Requirements and gaps	Skills, education, credential, license, experience, digital access
Training/education decision	Provider/program, cost, time, delivery, outcome evidence, approval status
Job-search actions	Resume, search filters, target employers, applications, networking, interviews
Supportive services	Transportation, childcare, accessibility, benefits, tools, housing, legal or other referrals
Milestones	Action, owner, due date, evidence of completion
Follow-up	Date, channel, escalation trigger, retention checkpoints

APPENDIX C

Responsible AI prompt bank for workforce teams

Use only within approved policy and configuration. Remove unnecessary sensitive information and verify every generated fact and claim.

Task	Prompt pattern
Career shortlist	Using these verified motivators, skills, constraints, location, wage floor, and credentials, suggest a target, two adjacent options, and a bridge role. Explain evidence and uncertainty.
Transferable skills	Translate the following verified tasks into plain, employer-facing transferable skills. Do not invent tools, achievements, or credentials.
IEP draft	Draft an individual employment plan with goal, alternatives, milestones, owner, due date, support need, evidence, and review point. Flag missing information.
Training comparison	Compare these verified programs on prerequisites, time, delivery, total cost, credential, completion/outcome evidence, and connection to the target role. Do not recommend until gaps are shown.
Resume review	Compare this resume to the verified job description. Identify relevant evidence, missing evidence, unclear claims, accessibility/readability issues, and truthful rewrite options.
Interview practice	Create five job-relevant interview questions and a scoring rubric based only on the verified role requirements. Include accommodation-friendly practice options.
Case-note draft	Summarize the verified interaction objectively: participant goal, evidence reviewed, participant choice, actions, responsible parties, dates, referrals, and follow-up. Exclude sensitive detail not needed for service.

APPENDIX D

90-day pilot checklist

Gate	Ready when...
Strategy	Population, problem, owner, outcomes, baseline, scope, and stop/scale criteria are documented.
Workflow	Participant journey, staff roles, handoffs, service tiers, and escalation are approved.
Trust	Consent, privacy, accessibility, language, equity, AI, and recourse controls are tested.
Technology	Configuration, permissions, integrations, data validation, devices, and support are ready.
People	Staff have practiced interpretation, workflow, AI review, and participant support.
Measurement	Funnel, quality, outcome, equity, and qualitative measures have owners and definitions.
Launch	Pilot cohort, communications, office hours, issue log, and daily/weekly review cadence are set.
Decision	Evidence is reviewed by the authorized group and the next-state plan is funded and owned.

APPENDIX E

Sources and further reading

Platform sources

[Assessment.com — Workforce Development Platform](#)

[Assessment.com — Individual Career and Education Platform](#)

[Assessment.com — Outplacement Services](#)

[Assessment.com — MAPP Career Assessment](#)

Workforce-system sources

[U.S. Department of Labor — WIOA Performance Indicators and Measures](#)

[U.S. Department of Labor — National Performance Results](#)

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Currency note Platform features, labor-market data, regulations, guidance, and program rules change. Confirm current capabilities, contracts, state policy, accessibility evidence, and reporting requirements before implementation.

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