

*Best Practices for Developing and Sustaining
Employment, Retention and Advancement for TANF
Participants & Low-Income Clients*



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Chicago Jobs Council

About the Chicago Jobs Council



- CJC is a 31-year old, member-based, public policy and capacity-building organization
- Our mission is to work with our members to promote employment and career advancement opportunities for people living in poverty.



Best practice strategies: Lessons from the field

- Transitional Jobs
- Integration of: work experience; basic academic skills; and occupational skills
- Capacity: Professional development for frontline staff
- Working across systems



TJ for TANF participants

- IL pilot program ran for three years: approximately 120 TANF recipients per year
- Components: orientation, job readiness, subsidized employment, unsubsidized employment
- “pay for performance” model with experienced community-based providers



Participant Experience

- Most important “skills”?
 - Organization
 - Motivation
 - Persistence
- Most important outcome?
 - Self-confidence
 - Attitude change
- Most important part of TJ program?
 - Individualized help
 - Work experience

Opportunity Chicago: TJ outcomes of public housing residents



- **Participation:** 1,793 public housing residents participated
- **Placement:** 70% of program participants were placed in subsidized jobs; of those 80% percent made the transition to unsubsidized employment
- **Retention:** 91% of unsubsidized placements were retained for at least 30 days; and 62% were retained at least one year
- **Earnings:** 37% increase in quarterly earnings among those who worked before entering program

Opportunity Chicago: Integrated TJ and Literacy



- OC/CHA piloted a TJ program with a literacy component in 2011 for residents with reading levels between 6th and 8th grade
- Four program models were tested by four agencies: Employment & Employer Services, Heartland Human Care Services, Central States SER and TEC Services.; all produced gains in literacy.

Opportunity Chicago: Outcomes of Integrated TJ/Literacy



Educational Gains Across Programs

Average reading levels	
Starting level	7.1
Ending level	10.2
Change in level	3.2

Average math levels	
Starting level	6.7
Ending level	11.0
Change in level	4.3

“Bridge” educational programs



- Illinois' definition:
 - Contextualized curriculum
 - Career development
 - Transition services (i.e. support services)
- Leadership is from Adult Education and WIA
- Role for TANF: assessment, support services, case management
- Cross-system example in Chicago Region: WIA, TANF, Community Colleges, CBOs

“Bridge” educational programs



- Accelerated remedial/adult basic education
- Part of an career and education pathway
- Career development embedded in all aspects of program—orientation, curriculum, work experience, employer engagement
- Strong support through: cohort models; transition services

Frontline Staff Capacity



- CJC's Frontline Focus Training Institute
- Professional development for frontline staff that work directly with low-income job-seekers (i.e. Job Developers, Employment Specialists, Case Managers)

TANF-WIA Transitional Jobs Partnership: Los Angeles County



LA County Department of Public and Social Services

- Greater Avenues to Independence (GAIN) is the DPSS welfare-to-work program
- GAIN contracts with South Bay Workforce Investment Board, one of the local WIBs serving LA County
- SBWIB manages WorkSource Centers (One-Stops) across the county to place participants in subsidized employment and offer unsubsidized job development services

Los Angeles County, continued

- State law (SB-72) directs the state to pay 50% of subsidized wages to counties that implement subsidized employment programs for TANF recipients
- The LA County Board of Supervisors is highly supportive of subsidized employment and seeks to maximize use of this funding
- WorkSource Centers are paid \$400 per unsubsidized placement in addition to wages and program costs

Los Angeles County, continued

- Two subsidized employment models:
 - Fully-subsidized placements with nonprofits and public sector worksites
 - Partially-subsidized placements with private for-profit companies
- The program is being evaluated through HHS-ACF Subsidized and Transitional Employment Demonstration (STED)