



Urban Partnerships for Welfare Reform



INTRODUCTION

In an effort to be responsive to the requests of the team leaders, the Urban Partnerships team is making this Technical Assistance (TA) packet available to all of the ten cities. These materials, originally developed for the Seattle city team, address promising practices in employer engagement and employee retention. We hope this information is useful to your city team as you work with local area employers of TANF clients. Although your city may or may not have requested specific TA with regard to this particular topic, we want to make TA resources developed for this project available to the widest possible audience to maximize information-sharing and collaboration. This packet contains three parts:

- I. We have developed a series of questions to inform your interactions with local area employers. We believe these questions will help you identify a well-considered list of employers to approach and the most promising business sectors to target for employing TANF customers. These questions are presented as the first section of this packet.
- II. The second section of the packet outlines a series of innovative programs and promising practices for employing low-skill/low-wage workers and TANF customers. We have divided these practices into various strategies, which include: working with Chambers of Commerce, employer associations, community colleges, labor unions, faith-based organizations, and community-based organizations. Two promising practices initiated by employers and two Employee Assistance Programs are also described. The program descriptions have been written in a standardized format so that the programs can be easily compared to one another. To the extent possible, we have highlighted the strengths and weaknesses of each program.
- III. Lastly, to further facilitate cross-program comparisons, we have included a matrix, which summarizes the best practice information described in the second part of the packet.

We look forward to discussing these various program options with you and to helping you further refine your approach to working with new and existing employers serving TANF clients. If you have any questions or would like additional information, please contact Karen Lynn-Dyson at 703-385-3200 or dysonk@calib.com.



Urban Partnerships for Welfare Reform



I. EMPLOYER ENGAGEMENT AND JOB RETENTION STRATEGIES

Questions To Consider

The cities may want to consider the following questions when beginning the task of engaging employers:

1. Characteristics of TANF recipients who have been employed in the last 12 to 18 months:

Who on your TANF caseload is becoming employed and why do you believe that is?

How many on your current TANF caseload do you hope to employ in the next 6-9 months?

Who on your TANF caseload is being laid off and why do you believe this is?

Who on your TANF caseload is being terminated from employment and why do you believe that is?

2. Characteristics of TANF recipients who became employed 1½ to 3 years ago:

How would you describe the TANF recipients who became employed at the height of your economic boom?

What do you know about the TANF recipients who became employed then and, have these recipients remained employed?

What are the ongoing support mechanisms for TANF recipients who become employed?

Do you maintain contact with these TANF recipients for possible job referrals?

3. Overview of the Employers of TANF recipients

Who is hiring TANF recipients? (an employer listing or a description of the employers by size of business, type of business)

Who has hired TANF recipients in the past?

What have employers identified as the primary challenges to **hiring** TANF recipients?

What have employers identified as the primary challenges to **retaining** TANF recipients?

What supports are currently in place for employers who hire TANF recipients (i.e. employer support groups)?

4. Survey of potential TANF employers

Have potential employers been surveyed to determine what they would want and need if they were to hire TANF recipients?

Which business sectors hold the most potential for hiring TANF recipients, based on the current economy, recent history with hiring TANF clients and given short-term economic projections?

Based on history and projections should particular businesses be targeted to employ TANF recipients?

5. A consideration of wage progression:

To what extent have wage progression issues been discussed or addressed?

Have strategies for wage progression been developed?

Have TANF recipient's wages been tracked?

Has wage progression been discussed with employers in any fashion?

6. Characterizing current partnerships and the potential for partnerships

To what extent have you been able to work with the city's department of economic development and been able to use their data and analyses of job sectors and new business development strategies?

To what extent have you been able to work with the Workforce Investment Board and the local community colleges to develop new programs or to draft MOUs?

Have you been able to forge a relationship with the local Chambers of Commerce (including African-American and Hispanic Chambers) to develop new projects?

Have you considered trying to establish relationships with some of the "elite" business groups in Seattle?



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II. EMPLOYER ENGAGEMENT AND JOB RETENTION STRATEGIES

Program Descriptions

Employer-engagement strategies are designed to help low-income workers develop career paths and assist businesses in retaining quality employees. The following programs serve workers and their employers, and involve a variety of sectors and institutions to achieve these overarching goals. What follows is a description of various programs that are considered exemplary. Some involve Chambers of Commerce while others originate with corporate employers, or with employer associations. Other programs that are described use labor unions, community based organizations, faith based organizations, and community colleges as their organizing framework.

Chambers of Commerce

Local and State chambers are working to improve the function of the workforce development system so that it better meets the needs of employers seeking a trained workforce and low-income individuals seeking family supporting jobs. A small, select group of chambers have distinguished themselves as exemplary intermediaries who have designed and implemented strategies that serve businesses and support unemployed, underemployed or non-traditional populations. These examples include the Greater El Paso Chamber of Commerce in Texas and the Greater Holyoke Chamber of Commerce in Massachusetts.

Greater El Paso Chamber of Commerce - Workforce Development Division, El Paso, Texas: Established in 1998, the Greater El Paso Chamber of Commerce - Workforce Development Division has 1,800 chamber members and was one of four chambers selected under the Workforce Innovative Networks (WIN) initiative. WIN is a partnership of the Center for Workforce Success of the National Association of Manufacturers' Manufacturing Institute, Jobs for the Future, and the Center for Workforce Preparation of the U.S. Chamber of Commerce. WIN was created to demonstrate the State and local employer associations can be effective intermediaries in improving labor market outcomes for low-income individuals while also meeting employer workforce needs.

In 1998, The Workforce Development Division was awarded a \$45 million U.S. Department of Labor Proactive Reemployment Project (PREP) grant where funds are allocated for training, career counseling, economic assistance and other services to displaced, low-income workers. Other key funders include the Ford and Annie E. Casey Foundation and Chamber membership dues. The division's primary goal is to develop an

infrastructure to support the reentry into employment of dislocated and welfare-to-work participants. In 1999, El Paso Works - the Employer One Stop, was created to develop customized training programs for employers, determining staffing needs, providing information on employment programs and screening and matching employees for potential job openings. El Paso Works - the Employer One Stop has developed approximately 7,871 full time jobs with benefits and the PREP program has placed 777 individuals into jobs. El Paso's workforce is approximately 70 percent Hispanic, 25 percent Anglo, 3 percent African-American and 2 percent Asian with a per capita income of \$13,702.

Program successes include strong public/private sector support and collaboration, identification of key barriers to successful workforce and implementing innovative strategies to address these challenges, offering employer incentives and a committed committee of employers in developing policies, procedures and performance outcomes. Program challenges include balancing Chamber operational roles and its role as an intermediary, sustainability and funding issues and clarifying its role as an effective intermediary between employers and governmental systems.

Greater Holyoke Chamber of Commerce - Holyoke Employment Partnership

(HEP), Holyoke, Massachusetts: Established in 1987, the Greater Holyoke Chamber of Commerce - Holyoke Employment Partnership (HEP), developed a plan entitled "Working Knowledge." This program closely ties the employment community with the education and human service communities and is a system designed to integrate low-skilled and unemployed people into the workforce in a manner that will increase their potential for job progression and longevity. "Working Knowledge" also assists with the hiring process of employers, providing quantifiable measurements of pre-job qualifications and on-the-job levels of performance; lowering turnover and building a more productive workforce. Key funding partners are Ford and Annie E. Casey Foundation, membership dues and employer contributions. Ninety percent of program participants are Hispanic with 59 percent living below the poverty level and a per capita income of \$4,131.

HEP's "Working Knowledge" consists of three components: 1) working with two initial "clusters" of employers, health care providers and paper converting companies, jobs are analyzed and profiled according to the precise skills required for adequate job performance 2) recruiting incumbent workers, welfare recipients, disadvantaged high school students, high school dropouts, and minorities to participate in the program and 3) creating a curriculum specifically targeted for adult learners and designed to provide competency-based learning in order for participants to secure employment in specific employment market clusters. Goals of the program include securing full time, permanent employment for disadvantaged workers, and providing qualified employees to participating employers. Program success includes developing common goals, creating on successful

solutions, fostering collaboration among businesses, unions and public/private partners, and increased employer involvement. Program challenges are establishing an equitable scale of employer contributions, sustainability and funding issues and creating innovative strategies to assist TANF clients with developing additional skills and earning a living wage.

Corporate Employers

Corporate employers are often uniquely situated to support low-income and TANF workers move into full self-sufficiency through employment success. Several employers have successfully met their needs for qualified, reliable employees by engaging previously low-skill, low-income workers and providing the training and support service necessary to engender mutual success.

Marriott International's Pathways to Independence: Marriott's Community Employment and Training Programs Department (CETP) founded Pathways to Independence in 1991 in Atlanta. The program is 180 hours in length - 60 classroom hours and 120 job-training hours - and operates in cooperation with nonprofit organizations in communities across the country. The six-week entry-level hospitality-training program specifically targets people transitioning from welfare to work, especially TANF clients, homeless people, recent immigrants, and people with disabilities. In its first eight years, Pathways to Independence graduated over 2100 people, representing 85 percent of enrollees. Retention rates were 90 percent after 90 days and 65 percent after one year. The program costs about \$5,000 per student, approximately half of which is reimbursed by local partners such as local nonprofits, Workforce Development Boards, and State Departments of Social Services, Labor, and Employment Services. The remainder of the cost is an in-kind contribution from Marriott.

Specific goals of the program include to:

Help participants become independent and employable;

Assist participants in developing a strong work ethic;

Train or re-train, and "try-out" potential employees before hiring, and;

Hire qualified and motivated people.

Bank of America's America/Works: America/Works helps "low-income people with barriers to employment find work" and since its inception in 1998 has placed over 7,000 former TANF recipients into "career path jobs at Bank of America" and placed hundreds more in professional track jobs in other companies. Bank of America partners with local nonprofits, community colleges, and State/local government agencies to provide specific pre-hire training to former public assistance recipients and provide job retention and advancement services.

America/Works enjoys strong retention rates and loyalty from the former welfare recipients. This loyalty engenders a commitment to continuing the initiative because these new employees have shown themselves to be good investments. An extended outreach program is operated in partnership with national and local groups. These groups educate recruiters and use customized pre-hire training programs to prepare workers for their new employment responsibilities. Outcome evaluations in two California sites indicate a 2.5-year retention rate of 77 percent. Thirty percent of those still on the job after 2.5 years had received promotions, and all had pay increases of between three and fifteen percent.

Employee Assistance Programs

America's Family - McFamily: Founded in March 2001 by Steve Bigari, America's Family is a national nonprofit based in Colorado Springs whose mission is to help improve the lives of individuals by engaging the public, private and nonprofit sectors. McFamily, created by America's Family, involves the public sector, McDonald's corporation and non profit sectors in a collaborative partnership to help underemployed or unemployed individuals become self sufficient and overcome barriers to permanent employment. The program targets five sectors that typically employ low wage workers.

The program takes roughly nine months to implement. There are initial "pre" phase in which America's Family assesses a community's readiness to partner and implement this "community franchise" model. In the implementation phase, which lasts approximately 150 days and can be operated simultaneously to the "pre" phase, America's Family is working intensively with employers to assess their needs and train them in the program's systems and structure.

Using a web-based service model, America's Family – McFamily matches low-income individuals with agencies and employers who assist them with overcoming barriers to employment. They offer online education and finance-training programs that give people the tools they need to achieve self-sufficiency. America's Family – McFamily partners with businesses that employ low-income individuals and implements employer-based solutions to assisting individuals with achieving self sufficiency. The program operates in much the same way, as do Employee Assistance Programs. There are six key program components that the program assists employees with: child care, education, health care, housing, transportation and communication (e.g., e-mail, Internet and computer technologies).

America's Family - McFamily utilizes multiple sources of funding and leverages public and private assets to meet the needs of program participants. America's Family - McFamily supports employees with accessing privately held resources (e.g. automobiles, rental housing) after an established period of time with the program. The program boasts a high retention rate and the ability to teach TANF clients the methods for creating opportunities

and achieving self-sufficiency. They cite various bureaucratic policies and entrenched ways that public institutions have of doing business as the key challenges to successfully implementing the program.

North Carolina's Enhanced Employee Assistance Program: North Carolina initiated its Enhanced Employee Assistance Program (EEAP) in 1998. The project jointly funded by the Division of Alcohol and Drug Abuse and the Division of Social Services within North Carolina's Department of Social Services, targets TANF recipients with substance abuse barriers to employment. The State provides each participating employer with an EAP for all employees in exchange for a two-year commitment to hiring TANF (NC Work First) clients.

The EEAP is an expansion of traditional EAP programs specifically intended to address chemical dependency among hard-to-employ TANF clients. Over time, the EEAP has grown to respond to non-substance abuse issues such as marital or financial difficulties, emotional difficulty, and depression. The EEAP offers gender-sensitive assessment, relapse prevention, and job-site employment mentors/ job coaches.

The goal of North Carolina's EEAP is to reduce or eliminate chemical dependency relapse and foster long-term labor market attachment among employees previously receiving TANF. The EEAP seeks to support employers by helping them identify and appropriately refer employees with substance abuse or other barriers to successful employment. Long-term success will be measured by employment retention rates among EEAP users.

Employer Associations

In the United States, employer associations at the local level, such as Chambers of Commerce, trade associations, and other employer consortiums, are beginning to explore ways to help their member firms find qualified workers and train incumbent workers for new technologies and skill demands. Some employer associations help small and mid-sized manufacturers modernize, compete in inner cities and expand into untapped labor markets in their communities. Some examples of viable employer association models include the Connecticut Business Industry Association and the Greater Cleveland Growth Association Health Care Skill Supply Chain Pilot Project.

Connecticut Business Industry Association (CBIA), Hartford Connecticut: An affiliate of the National Association of Manufacturers, the Connecticut Business Industry Association (CBIA) is the State's largest business organization with 10,000 member companies. In June of 2002, CBIA received a three-year, \$199,964 grant from the Hitachi Foundation to explore and address barriers to job retention and advancement faced by low-income workers. CBIA collaborates with employers to identify training needs for skill upgrading and job advancement. The program is designed to not only increase the skills of low-wage workers but also assists companies with developing strategies to

increase retention rates of new hires. CBIA works with approximately 40 small and mid sized manufacturing and technology businesses and 150 employees struggling to make ends meet in low wage jobs. CBIA provides participating businesses with consulting services in human resources, policy, practice and programming, training subsidies, and case management services for employees. CBIA has served approximately 82 people and targets a total population served of 150 program participants. Program strengths include strong partnerships with and credibility among their member organizations, staff expertise, and organizational efficiency. Program challenges include poor economic conditions, encouraging businesses to integrate "case management" components of the initiative, and the social services field's reluctance to address issues from a business, "bottom line" perspective.

Greater Cleveland Growth Association Health Care Skill Supply Chain Pilot Project (GCGA), Cleveland, Ohio:

Established in 1997 with more than 16,700 members, the Greater Cleveland Growth Association (GCGA) is the largest metropolitan Chamber of Commerce in the nation. Its initiatives are designed to improve the economic position of businesses and workers throughout Northeast Ohio. GCGA's Jobs and Workforce Initiative (JWFI) is a nationally recognized effort that addresses both the immediate and future workforce needs of area employers. The JWFI's 100 members represent large and small employers in both the manufacturing and service sectors throughout the region. The association develops job-matching systems, responds to worker shortages, participates in a regional workforce forum, improves job training and job match services and collaborates with the public sector to refine workforce systems.

One example of GCGA's work is the development of a Health Care Skill Supply Chain partnership aimed at improving the employment prospects of low wage workers in the health field and meeting employer demand for a more skilled workforce. Under the leadership of the Greater Cleveland Growth Association (GCGA) and in partnership with the Center for Health Affairs (CHA representing 28 area hospitals & medical centers), the Cuyahoga County Board of Commissioners, and Cuyahoga Community College, GCGA developed a Health Care Skill Supply Chain that creates opportunities for low wage workers to improve their skills along a continuum of progressive educational skill development opportunities. A wide range of allied health occupational upgrading is offered in this Skill Supply Chain model. GCGA's Health Care Skill Supply Chain has served approximately 79 people. GCGA will work to link this effort to wider workforce initiatives and will seek to position the Skill Supply Chain as a model that can be replicated by other industry sectors. Program strengths include exemplary leadership of participating employers and a highly committed training and education community. Program challenges include expanding the pilot project into a larger sector movement.

Labor Unions

Despite dramatic declines in membership, labor unions are working closely with management and community organizations in many communities across the country to create education and training programs that help less-skilled workers advance and increase worker productivity. While these partnerships may vary in size, industry concentration, and workforce offerings, they have a common goal to help build strong communities and local economies by improving the skills of the workforce. Exemplary intermediary organizations (associations with strong ties to businesses or labor unions and act as a liaison or broker between public and private employers and employees) include the Consortium for Worker Education and the Cooperative Home Care Associates.

Consortium for Worker Education, New York City, NY: Founded in 1985 by several New York City labor unions, the Consortium for Worker Education (CWE) is a multi-union, collaborative, nonprofit organization dedicated to union- and worker-focused education, training and re-employment services. CWE is comprised of over 40 unions totaling 800,000 members. CWE's mission is to provide education and training programs that offer workers the knowledge and skills they need to build careers in the rapidly changing world of industry. Approximately 50 percent of program participants are women and 75 percent are of ethnic minority status.

Welfare reform legislation removed more than a million New Yorkers from income maintenance. As a result, CWE created a nonprofit, welfare-to-work initiative entitled the Satellite Child Care Program (SCCP). The SCCP addresses the biggest obstacles to welfare reform – the lack of viable employment opportunities and the shortage of quality child care. With initial funding in 1997 by the U.S. Department of Labor, Welfare to Work Competitive Grants, the New York State Department of Labor, the New York State Legislature, and the New York City Human Resources Administration (HRA), SCCP recruits, trains and ultimately employs TANF recipients and other low-income individuals to be Satellite Child Care Providers. The SCCP received an extension from the U.S. Department of Labor's, Welfare to Work Competitive grants until September 2004. Newly trained child care providers become child care union members; receive a starting salary of \$18,200 a year and a full benefit package. CWE has served over 400 individuals, employed 137 individuals as Satellite Child Care Providers, and has placed 52 individuals in other unsubsidized jobs. In addition, the SCCP has provided child care services for over 1,000 children. Expanding its commitment to provide high quality child care in under-served communities, the SCCP is implementing evaluation tools, using quantitative data and qualitative information from consumers to guide its efforts in developing program enhancements.

Program strengths include solid informal and formal collaborative relationships with businesses and community based organizations and comprehensive, innovative employment strategies that meet needs of employees and labor market. Program

challenges include funding and sustainability issues, expanding program into additional communities, and refining evaluation tools for program enhancements.

Cooperative Home Care Associates (CHCA), Bronx, New York: Founded in 1985, the Cooperative Home Care Associates (CHCA) is a worker-owned cooperative and employer-based training program that provides home health aid services in New York City's South Bronx. CHCA evolved as a part of a strategy by the Community Service Society (CSS), a social service organization, to improve the low-wage occupation of home health aides and create employment opportunities for women. Key funding is comprised of CHCA's earned income, philanthropic donations and indirect public funds. Program participants are primarily low-income, ethnic minority women and approximately 70 percent are TANF recipients. CHCA has served over 600 program participants.

CHCA provides entry and advanced level training and home health aid certification training and ultimately moves them into employment with the company. The completion rate of the training program is approximately 81 percent and the program's job retention rate is 91 percent. CHCA sectoral strategy involves intervening on the demand and supply sides of the labor market for home care worker. On the demand side, CHCA directly employs home health aides under improved job conditions and provides worker with higher wages and benefits and stable, full time work. Program strengths include increased recruitment and retention rates, high employee and customer satisfaction, and solid profit margins. Program challenges include regulatory limitations on Medicare and Medicaid reimbursement rates for home care, managing business growth and adapting to changes in organizational structure and operations.

Community Based Organizations

In the United States, community based organizations (CBOs) have traditionally been direct service providers for disadvantaged residents of the neighborhoods they serve. The growing sophistication, however, of model community based organizations and their commitment to being more responsive to employers marks an important change in workforce development strategies. Focus HOPE and Project QUEST are two exemplary programs that demonstrate the effectiveness of community based organizations in serving low-income populations and meeting the demanding skill requirements of local employers.

Focus: HOPE, Detroit, Michigan: Founded in 1967 in the aftermath of the Detroit riots, Focus: HOPE is a civil and human rights organization dedicated to overcoming racism, poverty and injustice. Key funding partners include the Federal government, the State of Michigan, educational institutions and corporate contributors. Focus: HOPE's programs include large food distribution centers, a state-of-the-art child care facility, and a variety of educational and occupational training programs. As a result of the recession in the early 1980s, Focus: HOPE turned its attention to providing economic opportunities for

disadvantaged, minority populations. Established in 1981, its Machinist Training Institute (MTI) has opened a path of opportunity to thousands of underemployed, low skilled workers and served to fulfill its mission of overcoming racism and poverty. Focus: HOPE's target population is largely African American and approximately 33 percent of program participants are TANF recipients. MTI trains approximately 400 students per year with a placement rate of 85 percent and retention rate of 79 percent.

Focus: Hope's value to businesses is its ability to provide employers with workers who have the skills employers need for positions they seek to fill. Focus: HOPE does this by providing an array of training programs that move individuals into the economic mainstream and prepare them for positions ranging from entry - level assemblers to manufacturing engineers with degrees. Students gain work experience while they are training, making Focus: HOPE graduates an even more valuable asset to employers. Program strengths include understanding labor market dynamics, integrating employer and trainee needs, developing career advancement opportunities and establishing credibility within the labor market. Program challenges include developing innovative training for employees and sustaining program funding.

Project QUEST, San Antonio, Texas: Founded in 1992, Project QUEST was established after the Levi-Strauss manufacturing plant in San Antonio closed, leaving nearly 1000 Latina women without jobs and prospects of stable, well-paid work. Many of these displaced workers came from neighborhoods and faith based communities that were active in two Industrial Areas Foundation affiliate organizations - Communities Organized for Public Services (COPS) and Metro Alliance. The Industrial Areas Foundation is a national network of about 40 community and church based organizations that emphasize local leadership and organizing as strategies to empower low-income communities. COPS and Metro Alliance recognized the decreasing ability of low-skilled workers to find viable jobs and that employers were recruiting from outside the region to fill high-skilled positions. As a result, Project QUEST was developed to resolve this mismatch by serving as a labor market broker and linking San Antonio's low-income residents with access to higher paying jobs and career opportunities through job training, job placement and critical support services. In addition, to provide residents with accredited training, Project QUEST forged a relationship with Alamo Community College to fill the majority of its job training needs. Key funding partners are the City of San Antonio and local business leaders. Project QUEST's target population is primarily Hispanic women and approximately 50 percent of program participants are TANF recipients. Project QUEST has served approximately 2150 students with a placement rate of 89 percent and retention rate of 82 percent.

Project Quest provides participants with financial subsidies, administrative assistance and counseling to succeed in their training program and bases its program content in the

context of the local San Antonio labor market. Thus, Project QUEST targets multiple sectors, remains current with changes in regional employment trends and opportunities and trains their participants to meet the labor needs of local businesses. Program strengths include strong political support, flexible funding streams, effective leadership and the offering of customized services. Program challenges include working with incumbent workers and their employers to upgrade skills, providing career paths for low wage workers, and influencing systemic change in how businesses operates in relations to disadvantaged individuals.

Faith Based Organizations

The 1996 Personal Responsibility and Work Opportunity Reconciliation Act (PWORA) includes the Charitable Choice provision which has opened doors for new partnerships between State and faith based organizations to serve those in need. As a result, faith based organizations present another viable option for assisting unemployed and low-income workers find employment. As faith based organizations play an increasingly visible role in the public and private sectors of social service delivery, they are becoming more active in partnering with communities, businesses and government institutions traditionally designed to help economically disadvantaged populations become active in the labor market. Two promising examples include the Family and Children Faith Coalition and the Judah International Christian Center.

Family and Children Faith Coalition – Jobs Partnership Program, Miami, Florida:

Founded in 1999, the Family and Children Faith Coalition's (FCFC) mission is to mobilize, assist and equip Miami's ethnically diverse faith community to more effectively serve families and to encourage cooperation between local agencies and community- based groups. In May 1999, Rev. Rick Sawyer initiated a dialogue among government agencies, community and faith-based groups to explore ways in which these three sectors might more effectively address the multiple problems threatening many of Miami's economically disadvantaged families. FCFC's Job Partnership Program of Miami is an innovative jobs program that links churches, businesses and mentors together with the common goal of helping individuals grow both spiritually and professionally.

The Jobs Program of Miami is comprised of a group of neighborhood churches that recruit unemployed or underemployed participants to two weekly classes. One class, taught by faith community leaders, deals with "life skills" and the second class, taught by qualified professionals, teaches job readiness skills. Participants are also paired with a mentor to assist them in their journey. The churches support and mentor participants and provide services such as transportation and child care to program participants. Local businesses list job openings, and employing qualified graduates, and provide employee benefits, training and advancement opportunity, and a mentor for on-the-job support and assistance. The business mentor helps new employees make the transition into the workplace, providing answers to basic work-related questions and assistance as needed.

Key funding partners include local and State government, private donations and foundations. The program experiences a job retention rate is 87 percent after one year. FCFC's Jobs Partnership of Miami successfully graduated its first class of 18 participants in May 2002 and is currently organizing the next series of Jobs Partnership classes. Program strengths include multi collaboration efforts, church support services and mentoring program. Program challenges include balancing government guidelines with innovative program development and sustaining collaborative relationships.

Judah International Christian Center, Brooklyn, New York: Led by the Reverend Dr. Cheryl Anthony, the Judah International Christian Center has assisted low-income populations with finding jobs in Brooklyn for years. In 1999, New York City contracted with Judah International and 15 other churches, in an effort to place TANF recipients into city job programs. The city pays churches several hundred dollars for each client who attends a time management class or enroll in job training. This funding is part of a \$1.9 million dollar pilot program and represents New York City's attempt to enact the "charitable choice" provision of the 1996 Federal welfare reform legislation. Judah International Christian Center's pilot project has served 900 families.

The pilot program, administered by the New York City Human Resources Administration, focuses on "non-compliant" workfare families who have missed appointments, not shown up for jobs, or do not understand how to navigate the system. Churches are asked to call, write, and visit TANF recipients in hopes they will re-enroll in city job programs. Program success includes increased "non-traditional" partnerships between faith-based organizations, businesses and government agencies, credibility of faith based organizations among impoverished communities and efficiency of and ability to leverage resources. Key challenges include limited resources to assist with other barriers to gainful employment (i.e., substance abuse, child care) and operating under government restrictions or guidelines.

Community Colleges

Community colleges across the nation are experimenting with creative strategies to help low-income individuals enroll and succeed in college. In the United States, some two-year community colleges have strong connections with employers and serve as intermediaries assisting both local firms and local job seekers. Innovative strategies include redesigning programs into chunks or modules to increase flexibility and speed of completion, improving developmental education, and creating career pathways. San Diego Community College District System and Shoreline Community College are strong examples of institutions that incorporate into their mission a commitment to help low-income workers gain the necessary skills and credentials to compete in a competitive labor market.

San Diego Community College District System - Individual Career Advancement Network, San Diego, California: Established in September 1998, the San Diego Community College - Individual Career Advancement Network (I CAN) project uses multiple partners to offer a neighborhood-based training system that prepares and connects disadvantaged individuals to the occupational training programs and career development services available at three colleges within the San Diego Community College District System (SDCCDS) and its network of six Centers for Education and Technology. The project provides economically disadvantaged individuals with a comprehensive program of career assessment, career information and planning, and educational services. Key funding partners include public and private sources (e.g., HUD and community based organizations). Participants are also assisted with subsequent job placement, retention and follow-up. The I CAN project uses the resources and strengths of each partner. The three community nonprofits take the lead in recruiting participants and helping them to access support services. The San Diego Housing Commission assists with recruitment since many of the participants are residents of public housing. The SDCCDS offers its staff and resources to provide career assessment, placement assistance, and skills training through a variety of short-term programs. I CAN has served 128 program participants. Program strengths include leverage resources of project partners while program challenges include recruiting volunteer mentors, enrolling program participants and ongoing funding and sustainability issues.

Oakland Community College - Advanced Technology Program, Pontiac Michigan: The State of Michigan allocated \$12.5 million to its local workforce development board to fund post employment training for TANF recipients after local and State planner determined there was a high demand in occupations using high technology skills. As a result, in 1995, the Advanced Technology Program was established in partnership with major employers, such as EDS Corporation and Kelly Services and Oakland Community College. Oakland Community College designed a 15 – 20 week intense accelerated customized training programs that allows students to work at least twenty hours per week while they are in training for thirty-five hours per week. The Advanced Technology Program trains individuals in computer systems administration and programming, robotics, and productivity software. During the last four weeks of training, corporate sponsors provide paid internships three days per week, while classes continue two days per week. Of the 69 welfare recipients who entered the program, 61 were placed with corporate sponsors in jobs paying between \$18,000 and \$25,000 annually. Approximately 85 percent of program graduates closed their TANF cases and, one year after graduating, received promotions or raises, and returned to school. Program strengths include accurately identifying occupations that are in local demand, linking training to the employers' commitment to hiring program completers, and providing training in fields that provide career path opportunities at wages that lead to self-sufficiency. The importance of working with multiple employers so they can prepare

individuals for jobs in several firms is also emphasized. Program challenges include sustaining relationships with community-based organizations to provide supportive services and enrolling program participants.

Shoreline Community College - Job Ladder Partnership, Seattle Washington:

Shoreline Community College is one of few community colleges integrating career ladders into its welfare-to-work programs. Founded in 1998, Shoreline Community College - Job Ladder Partnership involves Shoreline and six other community or technical colleges with employers in creating work and learning pathways in four occupational clusters (manufacturing, health services, customer relations, and information technology). To help in this effort, the State of Washington transferred \$17 million from the Department of Social and Health Services to the State Board for Community and Technical Colleges in 1998, and in 1999, an additional \$20 million was allocated for the programs. A guiding principle of Shoreline's Job Ladder Partnership is to combine education and work. The target population consists of low-income, undereducated persons. Students complete a thorough initial assessment and then are placed into the pre-employment program, work, remedial classes or ESL. Immediately upon acquiring satisfactory skills, students begin an entry-level job in one of the chosen sectors; they combine work and continuing education. Students develop an initial career plan and work with a counselor to progress toward their career goals. The Job Ladder Partnership has served 160 program participants. Program strength includes the emphasis on combining work and continuing education while program challenges include enrolling program participants and moving participants through curricula in order to meet the immediate need of filling positions in the labor market.

III. EMPLOYER ENGAGEMENT AND JOB RETENTION STRATEGIES
Program Matrix

| III. EMPLOYER ENGAGEMENT AND JOB RETENTION STRATEGIES <i>Program Matrix</i> | | | | | | | |
|--|----------------------|--|--|---|---|---|--|
| Program Overview | | Program Description | | | Program Strengths and Challenges | | |
| <i>Inception Date</i> | <i>Funding</i> | <i>Program Components</i> | <i>Target Population</i> | <i>Total Served</i> | <i>Strengths</i> | <i>Challenges</i> | |
| Greater El Paso Chamber of Commerce - Workforce Development Division, El Paso, TX; (Chambers of Commerce) | -Established in 1998 | -In 1998, the Workforce Development Division was awarded a \$45 million U.S. Department of Labor Proactive Reemployment Project (PREP) grant; Other key funders include the Ford Foundation and Annie E. Casey Foundation; also, membership dues | -Primary goal: To develop an infrastructure to support the reentry into employment of dislocated and welfare-to-work participants -Provides training, career counseling, economic assistance, and other services to displaced, low-income workers -El Paso Works-the Employer One Stop was created in 1999 | -Dislocated, welfare-to-work participants -El Paso's workforce is approximately 70% Hispanic, and 25% Caucasian; per capita income is \$13,702 | -El Paso Works- the Employer One Stop has developed approx. 7871 full time jobs with benefits -The PREP program has placed 777 individuals into jobs | -Strong public/private sector support and collaboration -Identification of key barriers to successful workforce development -Implementing innovative strategies to address the challenges of this population -Offering incentives to employers -A dedicated committee of employers in developing policies, procedures, and performance outcomes | -Balancing Chamber of Commerce operational roles and its role as an intermediary -Sustainability and funding issues -Clarifying its role as an effective intermediary between employers and governmental systems |

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| Greater Holyoke Chamber of Commerce - Holyoke Employment Partnership (HEP), Holyoke, MA; (Chambers of Commerce) | -Established in 1987 | -Thee Ford and Annie E. Casey Foundations, as well as employer contributions. Funds are also acquired through membership dues | <p>-This program closely ties the employment community with the education and human services communities</p> <p>-The program creates a system designed to integrate low-skilled and unemployed people into the workforce</p> <p>-Assists with the hiring process and provides pre-job qualifications and standards of on-the-job performance</p> <p>-Various employment positions are analyzed and profiled according to precise skill requirements</p> <p>-Extensive recruitment activities</p> <p>-Competency-based curriculum is provided</p> | <p>-Disadvantaged workers, (including but not limited to: incumbent workers, welfare recipients, disadvantaged high school students, high school dropouts, and minorities)</p> <p>-90 % of program participants are Hispanic, with 59% living below the poverty level and a per capita income of \$4,131</p> | <i>-No data obtained to determine total number served</i> | <p>-Developing common goals</p> <p>-Creating successful solutions</p> <p>-Fostering collaboration among businesses, unions, and public/private partners</p> <p>-Garnering increased employer involvement</p> | <p>-Establishing an equitable scale of employer contributions</p> <p>-Sustainability and funding issues</p> <p>-Creating innovative strategies to assist TANF clients with developing additional skills and earning a living wage</p> |

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| Marriot International's Pathways to Independence; (Employers) | -Founded in 1991 in Atlanta by Marriot's Community Employment and Training Programs Department (CETP) | -Program costs are split between in-kind contributions from Marriot and reimbursements by local partners such as local nonprofits, Workforce Development Boards, and State Departments of Social, Labor, and Employment Services | -The program is 180 hours in length, which includes 60 classroom hours and 120 job-training hours -A six-week entry-level hospitality training program -Goals of the program include: to help participants become independent and employable, to assist in the development of a strong work ethic, to train or re-train workers, and to help employers hire qualified and motivated people. | -People transitioning from welfare to work, especially TANF clients, homeless people, recent immigrants, and people with disabilities | -In its first 8 years, the program graduated over 2100 people, representing an 85% graduation rate -Job retention rates were 90 percent after 90 days and 65 percent after one year | -No data obtained to determine program strengths | -No data obtained to determine program challenges |

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| Bank of America's America/Works; (Employers) | -Established in 1998 | -Funded largely through contributions by Bank of America | -Helps low-income people with barriers to employment to find work -Partners with local nonprofits, community colleges, and State/local government agencies to provide specific pre-hire training to public welfare recipients and provide job retention and advancement services -Extended outreach program is operation in partnership with national and local groups -Recruiter education and customized pre-hire training programs for participants | -Low income individuals with barriers to employment; former TANF recipients | -Since its inception in 1998, has placed over 7000 former TANF recipients into "career path jobs at Bank of America" and placed hundreds more in professional track jobs in other companies. -Outcome evaluations in two California sites indicate a 2.5 year retention rate of 77% | -Strong retention rates -Loyalty from former welfare recipients which engenders a commitment to continuing the initiative | -No data obtained to determine program challenges |

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| America's Family - McFamily; (EAPs) | -Founded in March 2001 by Steve Bigari | -McFamily utilizes multiple sources of funding and leverages public and private assets to meet the needs of program participants | -The program is a national nonprofit based in Colorado Springs -Mission: to help improve the lives of individuals by engaging the public, private, and nonprofit sectors -Using a web-based service model, the program matches low income individuals with agencies and employers who assist them in overcoming barriers to employment -On-line education and finance training programs are offered -Assistance with child care, education, health care, housing, transportation, and communication technologies such as Email | -Low income individuals with barriers to employment -Five sectors that typically employ low wage workers | <i>-No data obtained to determine total number served</i> | -A high job retention rate -The ability to teach TANF clients the methods for creating and achieving self-sufficiency -The ability to access privately-held resources such as automobiles and rental housing | -The bureaucratic policies and entrenched ways that public institutions have of doing business |

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| North Carolina's Enhanced Employee Assistance Program (EAPs) | -Initiated in 1998 | -Jointly funded by the Division of Alcohol and Drug Abuse and the Division of Social Services within North Carolina's Department of Social Services | -The State provides each participating employer with an EAP for all employees in exchange for a two-year commitment to hiring TANF (NC Work First) clients. -Offers gender-sensitive assessment, relapse prevention, and job-site employment mentors/job coaches -Project Goal: to reduce or eliminate chemical dependency relapse and foster long-term labor market attachment among employees previously receiving TANF | -TANF recipients with substance abuse barriers to employment | <i>-No data obtained to determine numbers served</i> | -Long-term success will be measured by employment retention rates among EEAP users -The EEAP is an expansion of traditional EAP programs specifically intended to address chemical dependency among hard-to-employ TANF clients | <i>-No data obtained regarding program challenges</i> |

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| Connecticut Business Industry Association (CBIA), Hartford, CT; (Employer Associations) | -June 2002 | -Current funding includes a 3 year \$199,964 grant from the Hitachi Foundation | -CBIA is the State's largest business organization with 10,000 member companies. -CBIA collaborates with employers to identify training needs for skill upgrading and job advancement -Designed to increase the skills of low-wage workers but also with companies to develop strategies to increase retention rates -Seeks to explore and address barriers to job retention and advancement faced by low-income workers | -CBIA works with approx. 40 small and mid-sized manufacturing and technology businesses and low-wage workers | -CBIA has served approx. 82 people and targets a total population served of 150 program participants | -Strong Partnerships with and credibility among their member organizations -Staff expertise -Organizational efficiency | -Poor economic conditions -Encouraging businesses to integrate "case management" components of the initiative -The social services field's reluctance to address issues from a business, "bottom line" perspective |

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| Greater Cleveland Growth Association (GCGA)-Health Care Supply Chain Pilot Project, Cleveland, OH, (Employer Associations) | -GCGA's Health Care Supply Chain Pilot Project founded in 1997 | -Membership dues -Private donations -Public funding | -With more than 16,700 members, the GCGA is the largest metropolitan Chamber of Commerce in the nation -JWFI offers various services: 1) Developing regional job matching systems, 2) collaborative training and recruitment initiatives, 3) basing training and job matching services on employer-defined competencies, 4) collaborating with the public sector to refine workforce systems in the region | -Low wage, low skilled workers in the health field | -79 | -Leadership of employers (funding) -High commitment from the training and education communities | -Expanding the pilot project and integrating it into a larger sector movement |

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| Consortium for Worker Education (CWE), New York City, NY (Labor Unions) | -Founded in 1985 | -U.S. Department of Labor Welfare to Work Competitive Grants, New York Department of Labor, New York State Legislature, and New York City Human Resources Administration (HRA) | -A multi-union, collaborative, not-for-profit organization -CWE is comprised of over 40 unions totaling 800,000 members -Dedicated to union- and worker-focused education, training, and re-employment services -The Satellite Child Care Program (SCCP) recruits, trains, and ultimately employs TANF recipients and other low-income individuals to be Satellite Child Care Providers -SCCP addresses the biggest obstacles to welfare reform: lack of viable employment opportunities and shortage of quality child care | -Approximately 50% of program participants are women and 75% are of ethnic minority status | -Has served over 400 individuals, employed 137 individuals as SCCP providers, and placed 52 individual in other unsubsidized jobs | -Solid informal and formal collaborative relationships with businesses and community based organizations -Innovative employment strategy that comprehensively meets needs of employees and labor market | -Funding and sustainability issues -Expanding program into additional underserved communities -Refining evaluation tools for program enhancements |

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| Cooperative Home Care Associates (CHCA), Bronx, New York, (Labor Unions) | -Founded in 1985 | -CHCA's earned income, philanthropic donations, and indirect public funds | -CHCA is a worker-owned cooperative and employer-based training program that provides home health aid services in NYC's South Bronx. -CHCA provides entry and advanced level training and home health aid certification training -Ultimately moves program participants into employment with the company; directly employs home health aides | -Program participants are primarily low-income, ethnic-minority women; approx. 70% are TANF recipients | -CHCA has served approx. 673 program participants with an average of 224 per year. -Program completion rate is approx. 81% and retention rate is 91%. | -Increased recruitment and retention rates; -High employee and customer satisfaction; -Solid profit margins | -Regulatory limitations on Medicare and Medicaid reimbursement rates for home care; -Managing business growth and adapting to changes in org structure and operations |

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| <p>Focus: HOPE, Detroit, MI (Community Based Organizations)</p> | <p>-Founded in 1967 in the aftermath of the Detroit riots</p> | <p>-The Federal government; the State of MI; educational institutions; and corporate contributors</p> | <p>-Large food distribution centers</p> <p>-A state-of-the-art child care facility</p> <p>-Educational and occupational training programs that include a work experience component</p> <p>-Machinist Training Institute (MTI) established in 1981</p> <p>-Preparing underemployed low-skilled workers to move into the economic mainstream and getting them ready for a variety of employment positions</p> | <p>-Largely African-American; approx. 33% of program participants are TANF recipients</p> <p>-Disadvantaged minority populations</p> | <p>-MTI trains approx. 400 students per year with a placement rate of 85% and a retention rate of 79%</p> | <p>-A value to businesses because it can provide employers with workers who have skills that employers need</p> <p>-Understanding labor market dynamics</p> <p>-Integrating employer and trainee needs</p> <p>-Developing career advancement opportunities</p> <p>-Established credibility with the labor market</p> | <p>-Developing innovative training for employees</p> <p>-Sustaining program funding</p> |

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| Project QUEST, San Antonio, TX (Community Based Organizations) | -Founded in 1992 after a Levi-Strauss manufacturing plant in San Antonio closed | -The City of San Antonio and local business leaders | -Serves as a labor market broker -Links San Antonio's low income residents with access to higher paying jobs and career opportunities through job training, job placement, and critical support services -Provides job training through Alamo Community College | -Primarily Hispanic women -Approx. 50% of program participants are TANF recipients | -2150 -With a placement rate of 89% and a retention rate of 82% | -Strong political support -Flexible funding streams; -Effective leadership -Ability to offer customized services -Ability to provide participants with financial subsidies, admin. Assistance, and job counseling in the context of the San Antonio labor market -Responsive to meet the needs of local businesses | <i>-Working with incumbent workers and their employers to upgrade skills</i> -Providing career paths for low-wage workers -Influencing systemic change in how businesses operate in relation to disadvantaged individuals |

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| Family and Children Faith Coalition - Jobs Partnership Program, Miami, FL; (Faith Based Organizations) | -Founded in 1999 | -Local and State government -Private donations -Foundations | -The Jobs Partnership Program lines churches, businesses, and mentors together with the common goal of helping individuals grow both spiritually and professionally -2 weekly classes: one taught by faith leaders on "life skills" and one taught by professionals on job readiness skills -Mentor pairings -Churches provide transportation and child care | -Miami's economically disadvantaged families | -The program experiences a job retention rate of 87% after one year -FCFC's Jobs Partnership successfully graduated its first class of 18 participants in May 2002 and is currently organizing the next series of Jobs Partnership classes | -Collaboration between three sectors: government agencies, community-based groups, and faith-based groups -Church support services -Mentor pairings | -Managing bureaucracy/ government restrictions to develop innovative programs -Sustaining and building upon collaborative relationships |

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| Judah International Christian Center, Brooklyn, NY; (Faith Based Organizations) | -Founded in 1999 | -The City of New York, part of a \$1.9 million dollar pilot program and represents New York City's attempt to enact the "charitable choice" provision of the 1996 Federal welfare reform legislation -The City pays churches several hundred dollars for each client who attends a time management class or enrolls in a job training | -The pilot program is administered by the New York City Human Resources Administration -Churches call, write, and visit TANF recipients to encourage them to re-enroll in city job programs -Program focuses on "non-compliant" workfare families who have missed appointments, not shown up for jobs, or do not understand how to navigate the system | -900 | -Increased "non-traditional" partnerships between faith-based organizations, businesses, and government agencies -Credibility of faith-based organizations among impoverished communities -Efficiency of and ability to leverage resources | -Limited resources to assist with other barriers to gainful employment (i.e. substance abuse and child care) -Operating under government restrictions or guidelines |

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| Oakland Community College-Advanced Technology Program, Pontiac, MI (Community Colleges) | -1995 | -Established after a \$12.5 million dollar grant by the State of Michigan; this covers both the original funding and the current funding | -The Advanced Technology Program trains individuals in computer systems administration and programming, robotics, and productivity software -During the last 4 weeks of training, corporate sponsors provide paid internships for 3 days a week, while participants continue to take classes 2 days a week -A 15-20 week, intense, accelerated customized training program | -TANF recipients | -69 TANF recipients have entered the program, and 61 were placed with corporate sponsors with jobs paying between \$18,000 and \$25,000 annually -Approx. 85% of program graduates closed their TANF cases, and, one year after graduating, received promotions or raises, and returned to school | -Accurately identifying occupations that are in local demand -Linking training to the employer's commitment to hiring program completers -Providing training in fields that provide career path opportunities at wages that lead to self-sufficiency -Working with multiple employers to prepare individuals for jobs in several firms | -Sustaining relationships with community-based organizations to provide supportive services -Enrolling and recruiting program participants |

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| Shoreline Community College - Job Ladder Partnership, Seattle, WA; (Community Colleges) | -1998 | -The State of Washington transferred \$17 million from the Department on Social and Health Services to the State Board for Community and Technical Colleges in 1998, and an additional \$20 million in 1999 | -Shoreline Community College is one of few community colleges integrating career ladders into its welfare-to-work programs -Its Job Ladder Partnership involves Shoreline and 6 other community and technical colleges with employers in creating work and learning pathways in four occupational clusters -Initial assessment, leads to placement into the pre-employment program, work, remedial classes, or ESL | -TANF recipients -Low income, undereducated populations | -160 | -Emphasis on combining work and continuing education | -Recruiting and enrolling program participants -Moving participants through the curriculum at the rapid pace of the labor market to fill positions |

