



ADMINISTRATION FOR
CHILDREN & FAMILIES
Office of Family Assistance

Corporate Partnerships for Employing TANF Participants

NEW HAMPSHIRE: TANF CAREER PATHWAYS PARTNERSHIP

An innovative collaboration forged between governmental agencies, a community partner, and a corporation is now resulting in career pathway jobs for eligible TANF participants in New Hampshire. By building an integrated training model that directly maps the TANF program requirements into a corporate training program, and merging on-the-job training and apprenticeship opportunities, this team has taken corporate partnership to a new level – with results!



TANF *Works!*

Integrating Innovative Employment & Economic
Stability Strategies into TANF Programs

EMERGING PRACTICE SERIES | 2018

THE TANF CHALLENGE:

What Issues Do TANF Programs Face?

A major focus of the Temporary Assistance for Needy Families (TANF) program is moving families from welfare to work by helping them find and sustain employment at a living wage. Many challenges exist in meeting this goal, not the least of which are finding available and viable jobs, identifying employers willing to turn to TANF to meet their ongoing demands for skilled workers, building the skill sets of TANF participants, and establishing career paths that will ensure that participants progress to financial and family success.

THE INNOVATIVE SOLUTION:

What Solution is Proposed to Address These Challenges?

In 2017, four entities engaged in a truly innovative partnership to design a career pathway for TANF participants. They set aside the traditional “hand-off between partners” strategy and instead designed an integrated system that maps out and blends TANF requirements directly into a corporate training program.

Some corporations have “earn and learn” programs that hire TANF participants and some even move them into career paths.² These programs may be in partnership with the U.S. Department of Labor’s Office of Apprenticeship, whose Registered Apprenticeship program offers opportunities nationwide for workers to acquire industry-recognized skills in more than 1,000 career tracks while earning a paycheck.

However, this publication is about an augmented level of partnership and engagement. The New Hampshire Department of Health & Human Services (Division of Economic & Housing Stability, Bureau of Employment Supports), its TANF work program, the New Hampshire Employment Program (NHEP), its contracted Workplace Success Program (operated by Southern New Hampshire Services, Inc.), the U.S. Department of Labor (with a representative based in New Hampshire), and CVS Health (as the corporate partner with a Registered Apprenticeship Training program for pharmacy technicians) began meeting together to develop a training strategy that would result in an employment program exclusively for NHEP-TANF participants.

The innovative idea was a forged collaboration between governmental agencies, a corporation, and a community

partner that took it upon themselves to resolve as many barriers as possible for TANF participants to move from training and employment into jobs with a proven career path. In doing so, this group created a training program that is not just about equipping participants with new skills or getting people jobs. Instead...

Most TANF participants are eager to work and provide for their families, but support is needed to bridge the gap between being “ready to work” and attaining the specific skill sets required by local employers. The challenges vary, depending on each TANF participant’s education and skills, and are often more difficult to manage for those with lower levels of attainment. Low skill levels or the lack of a postsecondary degree can serve as a barrier to accessing career opportunities.¹

Finding employment partners is critical for workforce agencies, but engaging employers that share a commitment to investing in the careers of TANF participants is an ongoing challenge. What is unknown is whether employers are not interested in working with TANF agencies or if they simply need to be engaged in a different way.



this collaboration has become a strategy for helping TANF participants gain momentum on a meaningful career path, helping them to gain higher wages in the short term and giving them a solid first step in a long-term, sustainable career.

TANF CAREER PATHWAY PARTNERSHIP: A WIN-WIN SITUATION FOR ALL



DHHS (TANF Agency)

- Utilizes allowable TANF work activities in sequential steps to obtain national Pharmacy Technician certification
- Engages with an employer who has a shared commitment to meeting all state and federal requirements of the TANF program
- Collaborates with U.S. Department of Labor and a local employer in a Registered Apprenticeship program designed for TANF participants
- Improves job placement and retention rates
- Builds a viable career pathway program for TANF participants
- Leverages TANF-OJT funding subsidies to help offset new hire training for NHEP-TANF participants



CVS Health (Corporate Partner)

- Benefits from a cost-sharing strategy to invest in potential employees
- Fills a labor demand for pharmacy technicians, who historically have a high turnover rate; the pre-apprenticeship has transformed this into a high retention rate
- Benefits from post-hire support for employees from case managers and job developers who mediate issues and address barriers
- Breaks down stereotype that corporations do not want to help or serve TANF participants



NHEP Participants (TANF Clients)

- Earn stackable, transferrable credentials directly informed by employer needs for advancement along a career pathway
- Earn competitive wage and benefits
- Develop work-related skills, including communication, problem-solving, and teamwork
- Receive pre- and post-employment supports to ensure success
- Engage in tiered training that provides flexibility and opportunity to assess career fit
- Receive a tailored schedule and work-hour flexibility for child care
- Gain secure employment that is foundational to other careers



Office of Apprenticeship/ Department of Labor (Apprenticeships)

- Expands its registered apprenticeship program
- Provides TANF access to registered apprenticeship program

ALIGNING INNOVATION WITH RESEARCH:

What Is Known That Provides Confidence This Idea Can Work/Will Matter?

The TANF collaboration in New Hampshire is aligned with the principles and lessons learned from previous employment research in three important areas: Career Pathways, Sectoral Employment Strategies, and Employer-Informed Training and Apprenticeship.

CAREER PATHWAYS

Career pathway strategies help low-skilled youth and adults combine occupation-specific training with basic skills education and support services. In 2007, the Administration for Children and Family's Office of Planning, Research & Evaluation (OPRE) launched the Pathways for Advancing Careers and Education (PACE) project,³ and later added evaluations of the Health Profession Opportunity Grants (HPOG) Program,⁴ to rigorously study the effectiveness of this approach. Other studies of career pathway bridges,⁵ pre-apprenticeships, and Registered Apprenticeship programs emphasize strong partnerships with an employer and training provider who can offer on-the-job training⁶ or arrangements of subsidized jobs in the public or private sector to fulfill TANF participants' work participation

requirements,⁷ so that TANF participants can eventually qualify for higher-skill occupations.⁸

SECTORAL EMPLOYMENT STRATEGIES

The WorkAdvance Demonstration,⁹ led by MDRC, was comprised of several components that parallel the CVS Health program: a design that balanced the needs of both participants and employers; intensive participant screening; sector-specific training to build skills and earn credentials; job development and placement services; and continued advancement services to encourage career growth. The program led to increased rates of training completion, credential acquisition, and employment in the targeted sector, including for the long-term unemployed.

EMPLOYER-INFORMED TRAINING AND APPRENTICESHIP

Training is most valuable to participants when it meets the needs of employers, best assured by employer engagement and the use of industry-recognized certifications. A 2009 survey conducted by the Urban Institute and Center on Labor, Human Services, and Population interviewed 974 sponsors and employers who participated in Registered Apprenticeship programs.¹⁰ The study reported strong support from sponsors, with over 80 percent stating that registered apprenticeships fulfilled their demands for skilled workers, and about half seeing at least 80 percent of their apprentices complete the program.

PROGRAM MODEL:

What Is Being Done?

1

Long-term commitment to alignment and problem-solving by leadership at the partner organizations—engagement, not simply involvement: Engagement by all partners has been critical, as has been their commitment to

innovation. None of the organizations have been casual about the partnership nor allowed it to dissolve, even with the inevitable disappointments that have occurred. There has been a long-term commitment of time and resources. Stakeholders have persisted in meeting monthly to discuss issues, receive updates about program implementation, and track the progress of each TANF participant. This ongoing relationship among the partners has been the single most important key to making the program work and to seeing TANF participants become successful and self-sufficient.

2

Rigorous candidate selection process and career alignment—individual customization: Utilizing a screening process for selecting trainees, time for job readiness training, and the opportunity to customize the career path

for each participant have been mutually agreed-upon and non-negotiable aspects of the model. The screening process is important to ensuring that participants are engaged and motivated before enrolling them in the training course which is paid for by CVS Health and valued at \$3,000–\$4,000 if taken at a local community college. This approach has proven to ensure that a high percentage of participants are successful for their own sake and for the company. During the 6-8 weeks when participants are engaged with Workplace Success, staff who are knowledgeable of the program model and the characteristics of successful candidates engage with qualified candidates in an established selection process.

SELECTION PROCESS FOR CVS HEALTH TRAINING PROGRAM

- 1 Participants complete vocational skills and abilities assessment.
- 2 Employment counselor and TANF participant work together to develop an individualized employment and career pathway plan.
- 3 Staff identify TANF participants for training program consideration.
- 4 Identified TANF participants attend pre-orientation for the program conducted by the partner corporation.
- 5 Staff make clear verbally and in writing CVS employer expectations and hiring requirements (e.g., no past drug-related conviction, pre-hire drug testing, etc.) and the candidate signs off indicating their understanding of expectations and requirements.
- 6 Staff refers the TANF participant directly to the designated CVS Partner Representative for an official interview for program acceptance.

Together, the four partners have designed this Career Pathway model for the TANF population in New Hampshire. Each of the six components (described below) is fully integrated across partners, and there is a shared commitment to the execution of this vision.

3

Immersion in subject matter and in-store job shadowing positively impacts retention—exposure overcomes fear of the unknown: All employees have fears entering a new situation, and the New Hampshire model of immersion is key to

NHEP participants learning and understanding a new job and its requirements. Participants implement skills as they learn, building their expertise and hands-on skills in the work environment.

4

Phased training to ensure participant commitment matches corporate and DHHS investment—gradual immersion: The phased training aspect of the New Hampshire model provides NHEP clients time and freedom to make

informed choices with multiple opportunities to back out or go forward. It also requires employer flexibility and willingness to accept a participant's decision to stop at some point. However, the NHEP participant feels the freedom to explore, become immersed, and eventually deepen their commitment—a freedom most NHEP participants have never experienced before.

Pre-Apprenticeship—Immersion into Competency-Based Training: The six-week competency-based pre-apprenticeship provides exposure and assists clients in overcoming their fears, resulting in greater retention.

Phase One: Pre-Apprenticeship

6-8 WEEKS
(180 Hours Total)

ACTIVITIES

- Staff document these hours as the participant's Work Experience Program in the pharmacy at a local CVS store (unpaid, but still receiving all TANF benefits)
- Trainee sets own hours within minimum of 20 hours weekly
- Participant receives training (along with other non-TANF persons) on competencies necessary for employment as Pharmacy Technician

PURPOSE

- TANF participants have time to decide if this is the job and career they desire
- TANF participants have flexibility in establishing child care arrangements and making other changes to accommodate a work schedule
- Activities count toward TANF work participation requirements

Apprenticeship / Immersion in the Workplace: Upon completion of the pre-apprenticeship phase, the participant becomes an Apprentice as a full-time employee at a minimum starting salary of \$14.00 per hour, a wage higher than the average median wage for a Pharmacy Technician in NH. This higher wage is made possible by utilizing the OJT subsidy and incorporating the OJT activity with the Apprenticeship. This begins a six-month period of on-the-job training and certifications.

**Phase Two:
Apprenticeship While
Employed at CVS Health**

**6 MONTHS
(or longer)**

ACTIVITIES

- TANF agency reimburses the employer \$4 per hour from earmarked On-the-Job (OJT) funds for these hours, thus increasing the typical wage of \$10 per hour up to the minimum starting salary of \$14 per hour
- Employer allows employee to complete Department of Labor (DOL) and CVS Health Competency Training online during company-paid time over a 30-week period

PURPOSE

- Move TANF participants into the paid workforce, while gaining industry-recognized certifications
- Assign TANF staff to follow and support participants as they become equipped with the skills and certification to become Pharmacy Technicians

Career Pathway Opportunities: Upon completion of the Apprenticeship, participants have taken their first step on a career pathway, and can continue their full-time employment with multiple opportunities ahead at CVS Health and in the broader health field.



5

Post-hire supports with problem-solving engagement removes barriers—builds self-confidence: New employees always face challenges, and this is especially true for TANF participants. TANF staff are providing both support and solutions when participants encounter barriers of logistics and personal issues. Mentoring the participant through these obstacles helps develop self-confidence and, in turn, increases job retention.

6

Career pathway opportunity creates motivation and perseverance—drives the goal of self-sufficiency: TANF participants dream of a better life, and when they have a clear understanding of a career pathway that fits, they have greater motivation to persevere when they face barriers. Consistent encouragement from CVS, NHEP, and WPS staff has been a key building block for self-sufficiency leading to long-term success.

RESULTS: *What Has Been Learned/Achieved?*

A TANF-Specific Apprenticeship Has Been Created

The U.S. Department of Labor has a growing commitment to apprenticeships as a strategy for growing employment opportunities for American workers. CVS has been at the forefront of that movement, and its Registered Apprenticeship program for pharmacy technicians, active now in 18 states, has been adapted specifically for the TANF population in the New Hampshire model. Since the launch, more than 30 TANF participants have been positively impacted by the program. Thirteen have completed apprenticeships, two were direct hires, and 15 are in an incumbent apprenticeship program. Many of these employees are succeeding and gaining their national certification, advancing to management positions, and working full-time at CVS stores.

A New Kind of Partnership Was Forged and Produced Success

In New Hampshire, CVS and TANF stakeholders have overcome the challenge of aligning regulations, practices, and goals, proving that it is possible for a corporation and state TANF agency to form a true public/private partnership. Utilizing state and corporate funds, the TANF/ CVS Registered Apprenticeship program is tangible proof that entities with an aligned mission can create solutions that work, and a committed group of leaders have shown what can be accomplished when stakeholders stay the course.

Tools Have Been Created to Support Quality and Replication

Finally, this partnership has kept sustainability in mind by operationalizing materials for expansion. CVS pharmacy technician manuals and training books are competency-based and accessible to the greater population, creating opportunities to provide quality and consistency.

A FIELD VIEW OF EMERGING PRACTICES:

Voices from the TANF Agency

Employer engagement, not just employer contact, is key

Purpose-driven engagement in this project resulted in an aligned staffing model across partners, with each having a single point of contact focused on employment training, preparation, and retention follow-through to meet the needs of TANF participants.

“ The engagement and commitment of Jonathan and CVS Health to monthly meetings and ongoing communication has allowed us to face bumps in the road and mutually develop solutions focused on TANF participants' success.

- LYNN WILDER
Bureau Chief, Bureau of Employment Supports

Build relationships, not just places to refer clients for employment



Relationships built on regular contact and a shared passion to see TANF participants reach self-sufficiency will ensure positive employment outcomes.

“ The personal relationship we have built with the staff at the NHEP has made all the difference and sustains our partnership even through rough times.

- JON DASILVA
CVS Health Learning Center Manager

Create program alignment through intentional mapping of requirements

Align



It is critical for partners to learn each other's language and culture, followed by the alignment of their goals and requirements, to create a win/win/win situation for the TANF program, employer, and the benefiting TANF clients.

“ CVS Health was willing to incorporate our work participation and activity requirements into the model, while we worked with them to ensure the program also meets their business needs.

- GENE PATNODE
Business & Industry Manager, Bureau of Employment Supports

Clearly define the partnership program model for work success

Define

The New Hampshire team evolved its partnership into a well-defined workplace success sequence to include: a thorough assessment identifying individual goals and motivation, a clear training path, work experience immersion, and the important dual incentives of salary and career path.

“ The Workplace Success Centers are able to do what we do well (job readiness training, resume preparation, interview training) in the context of a clear purpose when we work in partnership with committed state agencies and an engaged employer.

- FRANK BOUDREAU
New Hampshire Employment Program Administrator
at Southern New Hampshire Services
(Contracted Provider)

Focus

Focus on quality and not quantity, with the goal of self-sufficiency, not just a job



Creating the right process to select candidates who can succeed in the program has been a smart investment for DHHS and CVS Health, and it has increased employment retention for TANF participants.

“ We really get to know the TANF participants who come through the Workplace Success Centers and that allows us to select appropriate candidates for the CVS Pharmacy Tech program.

- **LISA BOWERS**
CNHEP Workplace Success On-The-Job Training Specialist
at Southern New Hampshire Services
(Contracted Provider)

Key Guidance to TANF Agencies Seeking to Replicate This Success



Creating partnerships with corporations will require staff with a certain profile and proclivity for speaking and working with private sector executives.



Ensuring there is one point of contact speaking on behalf of the TANF program will give corporations the kind of clarity they expect in business.



Establishing a relationship with corporate executives is foundational to creating a potential partnership.

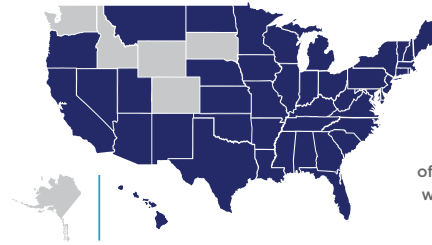


Understanding that partnerships are give-and-take relationships is reinforced by becoming educated in each partner's proprietary language.

CVS OPPORTUNITIES FOR OTHER TANF AGENCIES

1

With numerous pharmacies across the nation, CVS has the capacity to offer employment opportunities to TANF participants.



States where
75%

of the population lives within three miles of a CVS/pharmacy

2

CVS plans to expand the Registered Apprenticeship Program to more states.

3

Dedicated staff are available to work with your TANF agency.

TOP 3 IDEAS FOR TANF AGENCIES WANTING TO REPLICATE THIS IDEA

1

Meet real employer demand rather than training for yet-to-be-found jobs.

2

Review the employer model to ensure it fits with agency standards, requirements, and participant flows and encourage innovation during this review process.

3

Provide a dedicated staff member equipped to interface with employers and ensure program requirements are met.

Innovation Starters

Corporate partnership models provide the opportunity for TANF program administrators to be an ongoing source of vetted referrals to CVS Health or to other national or regional corporations that might be interested in apprenticeship programs. Many occupations are apprenticeable. These partnerships also create a regular source of real jobs and career paths for TANF clients. Potential steps for deploying a corporate partnership are:

1

Engage technical assistance through OFA opportunities

2

Become familiar with corporations and their existing program(s) or defined career pathways and initiate a relationship with state or regional corporate representatives

3

Talk to a program administrator in a state where an integrated, engaged corporate partnership exists

4

Schedule a meeting of key leaders to share goals, visions, and discuss possibilities

5

Outline the framework for an "earn and learn" / apprenticeship program and create standard operating procedures (SOP) modeled after New Hampshire's SOP

TANF SUCCESS IN ACTION:

Stephanie's Story



***“Let me text my mom;
she’s borrowing my car.”***

A simple phrase, spoken briefly before telling a larger story, that holds immeasurable value – the ability to care for one’s family. A year and a half ago, life was different for Stephanie. Living with a roommate and unemployed, she struggled to make ends meet for her son. She now owns a car, has her own place, and recently landed a management position at CVS. Having just wrapped up her shift, her confidence filled the small break room inside the CVS. Stephanie explained that she loves the fast-paced nature of the job and the team she works with. If she was tired, you couldn’t tell.

During her time in the CVS/TANF apprenticeship program, Stephanie received her pharmacy technician national certification and became lead pharmacy technician at her CVS store. She always had an interest in science and the medical field, but wasn’t sure how to get her foot in the door. TANF staff noticed Stephanie the minute she began the New Hampshire Works program, immediately introducing her to the CVS/TANF apprenticeship program.

Regarding the skills she attained prior to the apprenticeship, Stephanie said: “I’ve always been talking with people in a customer service setting; I just had to set my mind to learning the math portion.” She studied day and night during the apprenticeship phase, being a full-time employee, mom, and student all at once. Stephanie described her palpable nerves as she walked into the center on test day. When she hit submit and walked out, the test monitor remarked on how quickly she had finished. A test that usually takes two hours, with a 45 percent pass rate for the average person, took Stephanie 45 minutes, and she passed the first time. “The feeling of pride is indescribable.”

The path to success hasn’t always been easy. Stephanie found herself ready to quit after multiple disagreements with a manager. CVS and TANF staff jumped to action, mediating the situation, and that intervention helped Stephanie continue in the program. It

became quite clear that Stephanie loves every aspect of her job. Using her experience and knowledge, she works to find cost-effective solutions with patients and their doctors. She was able to begin learning the types of medications, doses, and federal regulations her first day on the job.

“ Learning things is great, but learning things and actually doing them is awesome.

She now leads two other pharmacy technicians at one of the busiest CVS locations in NH, providing medicine and a friendly face to the community.

The future looks bright for Stephanie. She looks forward to supporting her family financially, spending time watching her 4-year-old son grow up, and then finally fulfilling her dream of becoming a pharmacist.

TANF SUCCESS IN ACTION:

Melissa's Story



“ I want to be able to be on my own with my daughter, and now I’m able to do it, and it makes me feel great. I can show my daughter that I did this.

Melissa became a mom fairly young and before going on TANF, the only job she had was one working in a fast food restaurant for three and a half years, where she honed her customer service skills. She had dropped out of high school, struggling a lot with personal issues, and it wasn't until this year that she obtained her High School Equivalency certification.

After starting Workplace Success, she spent some time talking with her worker, deciding on either a career as a Licensed Nurse Assistant or a CVS pharmacy technician. The CVS opportunity held more appeal because it would build on the customer service experience she had gained in the fast food industry. The schedule better aligned with the life of a single mom. And she knew she was good at math and with computers. After much exploration, she had her career match.

Melissa was aware of the various stages of the CVS/TANF apprenticeship program, even though she doesn't talk about them as such. She describes her training as “both the employer and myself feeling it out and seeing if it's going to be a good fit.” That time was followed by hands-on training at a CVS pharmacy, where she could do many of the jobs an employee could do but not all.

When Melissa got her first paycheck she realized, “Seeing that paycheck was a lot different than my experience two years ago when I would get my paycheck and have to worry how I was going to get by. This time I thought I might even be able to save a little money.” Looks like Melissa, the CVS pharmacy tech, is doing just what she set out to do –finding her way and making her little girl proud.

“Well, first off, I'm a mom.”

That's how the conversation with Melissa started and it didn't take long to understand why. It's clear in talking to her what drives Melissa to do better: her 3-year old daughter. For a lot of reasons. At one point she talked about wanting her daughter to have someone to look up to, and wanting to be that person. Another time, she talked about wanting to be independent and able to provide for daughter on her own. Thanks to the TANF program in New Hampshire, that dream is becoming a reality.

TANF SUCCESS IN ACTION:

Rebecca's Story



Rebecca may not know how to drive a car, but she has an internal drive to take care of herself and her daughter. Along her journey she's been places where there was no help in getting that done, but things changed when she signed up for TANF in New Hampshire, ending up at Workplace Success, the NHEP contractor that supports employment training and advancement. It's there that her coach shared information about the CVS program, which piqued her interest because of her 20+ years of previous customer service experience. She's worked her whole life in convenience stores, except for a four-year stint with an area grocer.

“ If you can dream it, you can do it. They help you with every step of the way.

Something different happened in the TANF program. Rebecca's case worker asked about her career interest, and she realized that at 46, she didn't know what she wanted to be when she grew up. She had never thought about getting more than just a job. Once she got excited about the pharmacy tech program, and with a career goal in mind, the training process suddenly made more sense to her.

That knowledge helped her be committed to the process, even though there have been some bumps. She's stayed with the program through online training, training courses on Saturday, and in-store work experience, in part because she could see the future goal of becoming a pharmacy tech. She's looking forward to being hired as an employee in the next phase, called "On the Job Training," where she will start getting paid \$14 an hour.

Rebecca isn't bashful about sharing her experience with the often younger women around her. "I mean, you get some girls that come here just so they can get their TANF check. They don't want to make something of themselves; they don't really care. But there's no reason to not make something of yourself, because they help you every step of the way."



"I don't wanna be on TANF for the rest of my life. It obviously helps you, but it shouldn't be a lifestyle. There's no reason for anybody not to be successful here."

"They sit down with you and say, what are your barriers? Like for me, my barriers included that I don't drive. So they gave me a bus pass. And I moved within 15 minutes of everything. It takes me 15 minutes to walk here from my house or to the pharmacy. I may eventually get my license, who knows. It's kind of scary but..."

Rebecca is driven to finish her pharmacy tech program, and to move up the career ladder at CVS, and so far, she's achieving all of her goals. Who knows? By the time she gets that full-time job maybe she'll be using her drive to learn how to drive. After all, as Rebecca says, if you can dream it, you can do it.

Endnotes

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- ¹⁰ Lerman, R., Eyster, L., and Chambers, K. (2009). *The Benefits and challenges of registered apprenticeship: The sponsors' perspective*. The Urban Institute and the Center on Labor, Human Services, and Population, commissioned by the Employment and Training Administration of the U.S. Department of Labor.
- ¹¹ All FANF programs have the same cash eligibility requirements and the same benefit limits. To qualify, the dependent children must lack parental support or care due to death, continued absence or the disability of at least one parent in a two-parent home. Eligible families can receive FANF cash assistance for a maximum of 60 months.
- ¹² Competency Model Clearinghouse. [Competency-Based Model](#).

Contact & Partner Principals

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The United States Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance funded this technical assistance activity, managed by Public Strategies, under contract number HHSP23337005T, Integrating Innovative Employment & Economic Stability Strategies into TANF Programs (IIESS).

Further Resources

TECHNICAL ASSISTANCE SUPPORT

- NHEP / CVS / DOL Pharmacy Technician Apprenticeship Standard Operating Procedures Manual (contact Gene Patnode)
- [National Career Development Guidelines \(NCDG\) Framework](#)
- [Project Awesome: Advancing Welfare and Family Self-Sufficiency Research](#)
- [Stackable Credentials and Career Pathway Opportunities for TANF Participants](#) (OFA PeerTA)

OTHER PROGRAMS OF INTEREST

- [Wisconsin's Regional Industry Skills Education \(RISE\) Career Pathway Bridges](#)
- [Health Profession Opportunity Grants \(HPOG\)](#)
- [Accelerating Opportunity \(AO\)](#)

FURTHER RESEARCH

- [Sectoral Employment Impact Study](#)
- [Work Advancement and Support Center Demonstration \(MDRC\)](#)

TANF EMERGING PRACTICE SERIES

The Emerging Practice Series highlights strategies being deployed by TANF Agencies and their partners to address the needs of TANF participants seeking to gain and sustain meaningful employment. These ideas are often in the innovation stage, yet show promise for consideration by other TANF programs based on implementation success and evidence from related research. This innovation by TANF Agencies is critical to an on-going learning agenda and to the ultimate development of Promising Practices, which are ultimately documented through a more rigorous process.

Each publication is structured with a similar format:

- **The TANF Challenge:** What Issue(s) Do TANF Programs Face?
- **The Innovative Idea:** What Solution Is Proposed to Address These Challenges?
- **Align Innovation with Research:** What Is Known That Provides Confidence This Idea Can Work/Will Matter?
- **Program Model:** What Is Being Done?
- **Results:** What Has Been Learned/Achieved?
- **A Field View of the Emerging Practice:** Perspectives from the TANF Agency
- **TANF Success in Action:** TANF Participants' Perspectives

The following individuals at Public Strategies contributed to this report: Jerry Regier, Mary Myrick, Sharon Park, Leah Clemenson, and Adrienne Samuel, along with additions from Dina Israel and Rebecca Behrmann at MDRC. Photography by Nicol Ragland. CVS store photo provided by and used with permission by CVS.

A special thanks to the New Hampshire Department of Health & Human Services Bureau of Employment Supports for its contributions to this learning agenda and to its NHEP participants that so willingly shared their personal stories.

Submitted to Damon L. Waters, Contract Officer Representative, OFA