

Improving Employment Outcomes for Individuals While Meeting Local Employer Needs

- 1) What is the first step in the development of a private sector subsidized employment program that is uniquely aligned with local employer needs?**

San Francisco: In San Francisco, we have found that small businesses, less than a year old, with fewer than 10 employees are a very good fit for our subsidized private sector program. They do not have the infrastructure and experience in hiring that larger, more established businesses have, so they appreciate our pre-screening and recruitment services. In addition, they appreciate the subsidy, as their business is still in the early growing phase. They are a good audience for our business development sales pitch. Also, our clients, as new employees, have the opportunity to grow as the business grows. We identify those businesses by getting lists from the Controller's and San Francisco Tax Assessor's offices, as well as the Mayor's Office of Small Business.

- 2) How did your program obtain commitment from the local business community and employers who are sometimes reluctant to hire those with barriers to employer?**

San Francisco: We sell our program as the City's effort to help support local small business and as an economic development model, not as a social welfare program. We do not discuss exactly who our clients are, just that they are unemployed San Franciscans.

- 3) Have any panelists utilized job readiness assessments to determine placement options, supports, etc. If so, what tools were used?**

San Francisco: We have used Career Scope, the Washington State Learning Needs Screening tool, Kenexa Prove-It job skills tests (typing, MS Word, Excel, and Internet). We have also created our own client job readiness checklist.

- 4) What is the average cost per individual in transitional jobs or subsidized employment programs, and what is the Return on Investment (ROI - money saved over long term per individual)?**

San Francisco: On the lower end, it is \$5,000 for Wage Subsidy placements; on the higher end, it is \$12,650 for a six-month PST placement. The ROI is difficult to calculate since our program is not a cost program; but based on our wage scales, most JobsNOW participants exit aid due to earned income, become tax payers, and most remain off aid, at least through the first year after placement.

- 5) Do any of you use a formal local employer needs assessment or analyze labor market information?**

San Francisco: San Francisco does not have a formal employer needs assessment, but this year we had a graduate student from the Goldman School of Public Policy at UC Berkeley conduct an analysis of our Wage Subsidy program to identify untapped labor market opportunities. I encourage local program operators to tap into local graduate programs, if available, to provide an independent perspective to their marketing efforts.

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- 6) **We experience the same problem in our area of businesses becoming frustrated by multiple contacts from social service agencies and wanting to coordinate single points of contact. How did you go about dividing these contacts?**

San Francisco: We created our own database which records staff assigned to each business. We assign staff once a direct contact has been made. We also have staff, in teams of two, assigned by both industry sector and geographic location to prevent staff from tripping over each other.

- 7) **What does the voucher you send with customers to market themselves look like or state?**

San Francisco: As a stimulus for our local economy, the City has created a Business Services Stimulus Program known as Jobs Now4. We want to help cut costs for our local business partners and put more San Franciscans to work.

"The applicant listed below qualifies you for the Jobs Now4 Program. If hired, you will be reimbursed \$5,000 in wage costs.

To take advantage of this program, submit an employer application today. Call us at: (877) JOB1-NOW or (877) 562-1669 to get started. You must complete an Employer Application and be approved prior to starting any employee under this program. Application process takes approximately 2 weeks from date of submission. Visit us at: www.sfhsa.org for more information."

- 8) **How many people are on staff for the Wage Subsidy program in San Francisco?**

San Francisco: We have six Business Account Reps and eight Job Club facilitators/Case Managers.

- 9) **How do you determine an appropriate amount for participants' wages?**

San Francisco: The participant wage is determined by employer.

- 10) **Is the employer expected to hire participants after the contracts expire?**

San Francisco: Yes.

- 11) **With the Job Tier program, of the people that were placed, how many of those retained employment after six months?**

San Francisco: Of those that started in last fiscal year's program, 46% were retained by employer. Most who failed, failed early in their job assignment.