

### ***Improving Employment Outcomes for Individuals While Meeting Local Employer Needs***

#### **Damon Waters, ICF International**

Welcome to this Office of Family Assistance-funded webinar, *Improving Employment Outcomes for Individuals While Meeting Local Employer Needs*. The Office of Family Assistance developed this technical assistance activity in order to share information and also to gain information on subsidized employment and employer needs.

A lot of what we understand and what most of the research indicates is that a good deal of attention has been placed on the supply side of the labor market, but we want to learn more about the demand side. To a large degree, the Emergency Fund opened the window to the importance of having strong relationships with employers and aligning subsidized employment activities with the specific needs of local, regional, and national employers. So it seems important to understand the role that employer engagement plays, not to mention the understanding of employer needs to the entire subsidized employment discussion. This is important if we are to gain a better understanding of what strategies are most effective at, first, getting TANF [Temporary Assistance for Needy Families] participants employed and, second, turning subsidized employment opportunities into unsubsidized opportunities. Understanding the perspective and needs of employers and remaining focused on demand side issues was critical to the success of many of the emergency contingency funded initiatives. Aligning training and placement was seen as a major factor to the successful creation of private sector subsidized employment programs during that period. This allows the greatest flexibility in meeting both the employer and employee needs and increases the impact that these programs have, and actually have had, on local economies. So we hope that you learn a lot from our speakers today and if you have questions, please utilize the “Ask A Question” panel on your screen and we will answer as many questions as time allows. Now, I would like to turn this over to James Butler, Federal Project Officer for the Office of Family Assistance in the Administration of Children and Families. James.

#### **James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Thank you, Damon. Hello, everyone, and welcome to the first in a series of webinars on subsidized employment sponsored by the Office of Family Assistance within the Administration for Children and Families. As most of you already know, many of our TANF participants can work and want to work, but still we have higher rates of unemployment among TANF participants. Today’s webinar, *Improving Employment Outcomes for Individuals While Meeting Local Employer Needs*, was created to hopefully provide some of the TANF programs, our grantees, and other stakeholders joining us today with peer-based strategies for understanding employer needs.

We’ve gathered several State and County TANF programs and partnered with MDRC to help your programs gain a better understanding of ways to meet employer staffing and labor needs while developing programs that provide hard and soft skill development for our clients. We recognize that there is a strong demand for skilled labor and for individuals who are able to fill the open positions in the local communities and with local industries. Today, you are going to hear lots of great information from our presenters. The information will relate to how to effectively develop business cases for employing TANF participants, how to develop innovative collaborations with and between employers and workforce intermediaries, as well as some strategies for improving a program’s



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ability to provide qualified and productive workers for public and private employers. We strongly encourage and welcome your questions and comments and hope to work with each of you as we continue to look at ways our TANF programs can improve and strengthen the employment outcomes of TANF participants and low-income workers.

As already mentioned, at the end of today's presentation, you will have the opportunity to ask questions through the WebEx system. You can also submit questions to be answered following the last presentation throughout the webinar using the Q&A panel on your WebEx screen. We invite you to submit questions for our speakers throughout the WebEx technology. If, by chance, your question is for a specific speaker or program, please be sure to specify this in your question. Following the presentations, we will ask you to respond to a short evaluation poll at the end.

So moving on, we will start with our first speaker for today. Cindy Redcross is with us representing MDRC, specifically the Health and Barriers to Employment Policy area. Cindy is a Senior Research Associate at MDRC. Her expertise is in random assignment evaluations of programming that serves individuals involved in the criminal justice system. Cindy was the research lead for several of MDRC's evaluations of transitional jobs programs, including the Center for Employment Opportunities Evaluation and the Multisite Transitional Jobs Reentry Demonstration. Currently, she is the Project Manager on the U.S. Department of Labor's Multisite Enhanced Transitional Jobs Demonstration, which targets former prisoners and non-custodial parents. Ladies and gentlemen, Cindy.

### **Cindy Redcross, MDRC**

Okay, thank you, James. Hello, everyone. I'm just going to move on to the next slide and talk about and go through an outline of what I'll present today. I'll start with providing some background information on subsidized employment and a definition, and then I'll move on to discuss some implementation lessons which have mostly been drawn from our research on the TANF Emergency Fund and our studies. The TANF Emergency Fund was established under the American Recovery and Reinvestment Act of 2009 to create or expand subsidized programs. Programs had less than one year to create or expand these efforts and many were able to actually mount large-scale subsidized models. So by the time the fund expired on September 30, 2010, the programs in the TANF Emergency Fund had placed more than a quarter million people in subsidized jobs, which is the largest subsidized employment initiative since the 1970s. Many of the lessons that I'll talk about today are drawn from those programs. In addition, MDRC has conducted, in recent years, random assignment studies of several transitional jobs programs and I'll talk about the evidence from those evaluations. Then, I'll move on to some lessons drawn from both the TANF Emergency Fund effort and our research evidence.

Subsidized employment programs have a variety of goals. Some of the largest programs operated during periods of high unemployment and are designed to provide work-based income support to people who were not able to find jobs owing mostly to a weak labor market. But other subsidized employment models are designed to improve longer-term outcomes and these types of models are usually targeted to disadvantaged groups that typically experience high unemployment, even when the labor market is strong. These groups include TANF recipients, disconnected youth, and individuals returning to the community from prison. Sometimes workers in subsidized jobs may be deployed on projects that aim to improve the infrastructure or to provide public services, so the



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goal is to improve communities in those types of models. The structure of subsidized jobs can also vary. Participants can be placed in jobs that are located on-site at a program or they can be placed in individual slots with a public or government agency or with private employers. There's a lot of variation across the models. Other things that vary are the employer of record for the wages. In some cases, the program agency that is employing the participant will issue the paycheck; while in others, the employer, a private employer, will issue the paycheck and the agency will reimburse the employer for some or all of the wages that are paid to the participant. In some models, there's also a possibility or an expectation that the temporary or subsidized job can eventually roll over to a more permanent position with the employer. These types of positions are usually more characteristic of the private sector model, which I'll talk more about later. Depending on the structure, the goals, and the target population served, the amount of other ancillary supports, wrap-around services, and education and training that's provided to participants can range from none to very intensive. I'll talk about that more in a few minutes. Next slide.

So just for a broad definition of subsidized, subsidized employment programs provide jobs to people who cannot find employment in the regular labor market and use public funds to pay all or some of their wages. Now as I mentioned earlier, there are many different approaches and people tend to use different terminology when referring to the various kinds of approaches to subsidized employment. I'm not going to go into detail about what all of these are. The main point is that subsidized employment can take on a number of different forms.

This figure illustrates the range of types of subsidized employment programs. I'm not sure if you can see it well, but either way, I'm going to walk through it. On the far left-hand side – I'm sorry, on the far right-hand side of the figure are transitional jobs models, what we usually refer to as transitional jobs models. These tend to be used with the harder-to-employ or the less job-ready individuals such as long-term TANF recipients and ex-offenders. These models place people in a more supportive work environment, such as a work crew or on-site program job, and they provide a high level of training and support. The goal of these types of programs is to teach people to work by working, with the hopes that the experience on the transitional job will prepare them to transition to unsubsidized employment after a certain amount of time. Then, in the middle of the spectrum, we find models that use more of an individual placement strategy, where participants are placed in public or community non-profit agencies and are provided with some ancillary supports but perhaps not as much as the transitional jobs model. Then, to the far left are the subsidized jobs in the regular labor market with private companies. These were the types of subsidized employment that was primarily the focus of the TANF Emergency Fund programs. These jobs are typical of what is found in most subsidized employment programs and they provide the least amount of support. Usually these positions are reserved for the most job-ready population. Next slide.

The private sector employment models most often approach the subsidy by reimbursing the employer fully or partially for wages paid to the participants. It might be that they pay 100% of the individual's wages or it could be that they pay just a proportion of the wage or a step-down approach where they start with 100% and then step down to 75% and ultimately to none. There's also a flat payment strategy; so there are various strategies for the reimbursement process. These types of positions can also be used to provide some on-the-job training where the employer will take on the participant as a subsidized employee and train them during that subsidy period, and then when the subsidy period ends, the employer may guarantee that an unsubsidized job slot is available if the participant is successful. That's the private sector employment model, but these are



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just examples. There are a number of different models but I'm just going to talk about a few. The next example I wanted to talk about was the scattered site model. This is the model where participants are placed individually with non-profit organizations or government agencies. In this kind of model, the wages are paid by the program or agency that is running the program so it's not like a reimbursement. The participant actually gets their paycheck directly from the program or the agency. That was the middle spectrum on the figure that we just saw. Then the last type of subsidy structure I wanted to talk about was the in-house transitional jobs. These are the programs that target mostly the harder-to-employ populations and people who are least job-ready. So they offer jobs that are right there at the program site or in work crews with a supervisor. One good example of this is the Goodwill Industries model and that's a typical type of transitional job. Those are just a few of the program and subsidy structures that we've seen in our evaluations and that we've seen in the field.

I want to demonstrate quickly two examples on either end of the spectrum. The first example would be the Center for Employment Opportunities [CEO] which is a transitional jobs program targeting people coming out of prison. It's located in New York City and they serve over 2,000 people. What happens in that program is that the individuals are placed on work crews with a supervisor who works for CEO and government agencies contract with these work crews to perform labor, perhaps cleaning floors in a City office building or a State office building or picking up – doing some landscaping activities, those kinds of things. They're not being trained for any specific job but it's mostly to provide income support and to teach people how to work. This type of model has extensive wrap-around supports. It includes a lot of case management, job development, job search, etc. On the other end of the spectrum, another specific example is the Pennsylvania Way to Work initiative which is part of the TANF Emergency Fund. This program targeted the most work-ready TANF recipients and placed them with private employers with limited supports. That program ended up placing more than 25,000 people ultimately. Next slide please.

I thought I would go through some implementation lessons from the programs, from the TANF Emergency Fund programs as well as our evaluations. They're mostly lessons or considerations that we think might be helpful when you're thinking about how to set up a subsidized employment model. In the programs that were created in response to the Emergency Fund, one of the key challenges was getting the word out to employers quickly. These programs had less than a year to mount their models and they needed to find employers and they needed to do it quickly. They also needed to convince employers that it was beneficial for them to participate with the program, that they would have access to a worthwhile source of employees, for example. Most programs had people on staff whose responsibility included job development as part of the employment service role of their agency. Several States undertook larger scale outreach efforts and conducted media campaigns. They used television, presentations, marketing events; they even had participants spreading word-of-mouth. Programs that reimbursed employers for their wages and expenses often struggled to make timely payments. This is just one of the lessons that came out, that managing payroll and reimbursing employers is a big undertaking and the program should be prepared. Some of the agencies that weren't prepared became overwhelmed by the backlog of reimbursement requests from employers, but then there were some States where they had developed a centralized reimbursement unit within the agency or they hired a third party vendor to process the payments. Those approaches seemed to work better for managing the payroll process. So that's another consideration. Next slide.



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Some additional lessons are that the programs that we have studied had a goal to ultimately move participants into unsubsidized employment. The goal was to provide income support in the short-term but ultimately the programs wanted to improve the outcomes of the participants. Our research on these past transitional jobs programs has found that even though the programs increased short-term employment, mostly owing to the subsidized or transitional job itself, the gains were short-lived because the transitional jobs did not lead to permanent, unsubsidized employment and participants and programs had difficulty with the transition. So to move participants into permanent employment, some of the States in the Emergency Fund developed strategies focused on helping participants to find and retain unsubsidized employment. This included things like helping them with job search or using a step-down wage subsidy where the private employer receives a step-down and at the end, the employer is expected to cover the full wage and continue to employ the participant. Some programs also offered things like financial incentives to either the employers or participants to encourage them to stay in the job once they got it. They would give them some type of financial reward for keeping the job for three, six, or nine months; it varied. In some cases, these types of incentives were also used with the employers. Most programs did not incorporate formal education or training in their models but a few of them provided for these participants to combine work and education. Finding good matches is another thing to consider, especially when you're using the private sector model. We have to make sure that the participants are sufficiently motivated and interested and that the program is meeting the employer needs at the same time. Often job developers are given this type of responsibility and it involves a lot of assessment for job readiness so that the participants can be placed into a different type of track depending on their job skills. Those with fewer skills might be in the public sector or transitional employment and those who are more job-ready might be in the private sector working alongside regular employees. Next slide please.

I just want to quickly cover the research evidence that is emerging from evaluations that have been conducted over the years of subsidized employment in transitional jobs. There have been a number of random assignment studies of subsidized employment in transitional jobs since the 1970s. Most of these studies were evaluating programs whose goal was to improve longer-term outcomes. As I mentioned earlier, not every program has that goal and if their goal is simply to put money into individuals' pockets, then they might not be evaluated on longer-term employment, but the studies I'm talking about were. Next slide please.

The first one I wanted to talk about quickly was the Supported Work Demonstration. This operated from the 1970s to the 1980s and tested models for the harder-to-employ populations, including TANF recipients, ex-offenders, youth, and substance abusers. That study found that there were positive effects but only for the TANF recipients, not for the other groups. So you can see that not all programs fit – not all models fit every population and targeting is important. The next study that I'd like to talk about was OJT [on-the-job training] programs. These are on the job training type programs and these were mostly from the 1980s. In those studies, we found earning gains, although the programs tended to be small and serving small numbers of participants and they were very selective about who was eligible. So it is not clear whether the findings from those studies are totally relevant for a large TANF population. Next slide please.

More recently, studies have been conducted of programs that serve people coming out of prison and other hard-to-employ groups such as long-term TANF participants or potentially long-term TANF participants. Again, the goal of these transitional job models was to improve longer-term



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outcomes, and that includes employment earnings as well as other outcomes such as recidivism or TANF receipt. Recent findings from these studies found, again, short-term positive impact of employment and earnings owing mostly to the transitional job itself. We did see large increases in earnings and employment, but ultimately, no longer term effects on unsubsidized employment or earnings. So even though there weren't effects on longer term employment and earnings, there were some positive effects on other key outcomes such as reductions in recidivism and reductions in TANF receipt. One recurring issue that came out of those studies is that a lot of the programs struggled with identifying the appropriate people and placing them in the appropriate track. For example, the transitional jobs programs we know tend to work better for those who are least job-ready and highly disadvantaged and that showed up in our results as well. One other lesson from the research is that it takes a lot to get these programs up and running and many of the programs struggled, focusing a lot on the upfront piece with little resources dedicated to the back-end and to helping people make the transition. So it's important to remember to try to find a balance in focusing on both the front- and the back-ends of the program.

I will conclude with some lessons drawn from our research evidence as well as from the TANF Emergency Fund implementation. First of all, a key thing to consider when you are mounting these programs is that it is very important and helpful to have buy-in from political leaders or local advocates. They'll help you really get the word out and be very helpful in strategizing how to structure the model. In addition, for programs in particular, for community-based programs, it is important to have strong linkages between the programs and the systems from which your population is coming. For example, if your program is serving non-custodial parents, it is important to have a strong connection to the Child Support Agency. Similarly for TANF participants, if you are a community program, you'll need to have a strong connection to the TANF agency. As I mentioned earlier, these programs – it is important to figure out who to target with your limited resources and make sure that you are placing – you are targeting the correct people. People who cannot go out and find a job on their own should not be placed in subsidized or transitional employment. Finally, a key lesson that came out of particularly the TANF Emergency Fund was that there are a lot of other benefits that can come from mounting programs like this. The overarching goal of these programs is to provide income support to low-income families. Some State administrators said that their program ended up helping struggling small businesses to continue operations in a bad economy. In addition, the TANF agencies from the Emergency Fund mentioned developing new relationships with employers and giving them a better understanding of the services that the agency could provide. So they ended up developing a closer working relationship with both employers and workforce agencies. I will conclude with that.

**James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Thank you, Cindy. Next, we will have James Whelley who comes to us from the City and County of San Francisco's Human Services Agency. James currently serves as the Deputy Director for Employment and Business Services for the Human Services Agency of the City and County of San Francisco. He has over 20 years workforce development experience working for the Veterans' Administration, the State of California's Employment Development Department, the San Francisco Mayor's Office of Employment and Training, and San Francisco's Vocational Services. He also has past experience in operating three successful small businesses in San Francisco, two multimedia production and distribution companies, and an import-retail company. Most recently, he has been

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responsible for managing the San Francisco JobsNOW program that has connected over 7,000 low income individuals to subsidized and unsubsidized jobs. Ladies and gentlemen, welcome Jim.

### **James Whelley, Deputy Director for Employment and Business Services, San Francisco Human Services Agency**

Hi, good morning or afternoon, depending on which time zone you're viewing this from. Again, I'm Jim Whelley with San Francisco, kind of representing the perspective of a local City and County program. So could I have the next slide please?

San Francisco always had a small subsidized program as part of our TANF CalWORKs Welfare-to-Work program. We had kind of a typical transitional employment program that we operated with Goodwill Industries. We contracted with them and we also had a very small public service trainee program where we had CalWORKs participants work within our agency as part of their Welfare-to-Work plan. Both programs were exclusively for TANF participants. Next slide please.

With the availability of the ECF [Emergency Contingency Fund] stimulus money, we greatly expanded that effort. That became our JobsNOW program. We have had different iterations of that program so the ECF program we kind of locally refer to as JobsNOW1. Initially, the plan was to create 1,000 local subsidized jobs. Ultimately, through the duration of the program, we ended up creating over 4,300, which is actually a pretty large number considering the size of the City and County of San Francisco. During the ECF program, we subsidized 100% of the wages. We saw that the program was so successful; it really forced us to reevaluate what we were doing in the context of Welfare-to-Work. A lot of people who we thought would be challenging to employ actually were successful in the ECF component. There were pockets of the CalWORKs TANF population that we had difficulty engaging and we found that they voluntarily came forward during the TANF ECF program. So after the ECF money went away, we decided that we would try to cobble together, through a combination of funds, the ability to continue doing a pretty robust, at least for us, subsidized employment program and to include single adults through our PAES [Personal Assisted Employment Services] program, which is kind of the employment program for single adults who are on general assistance in the County. Could I have the next slide please?

One of the things that we did even with the initial ECF fund - and Cindy was referencing this in her presentation - was to create three tiers as we call them so that any job seeker, regardless of their experience, their background, their job readiness, would be able to participate in the program. We did have a somewhat robust assessment program or assessment testing to try to evaluate what tier participants would fall into. But here, like some of the bullet points, for Tier 1, the individuals would have little or no work experience. That kind of means they worked less than six out of the last 18 months and that could be zero out of the last 18 months. They may have demonstrated an ability to get a job but not keep it. You could look at their background and their resumes and applications and you could see that they weren't connected to the labor market on any real consistent basis, a lot of short-term seasonal jobs that would be a month or two long, maybe a couple of those over a two year period. So for those people who met that profile, we directed them to a community jobs program. May I have the next slide please?

Our second tier was what we called Medium Market Connection. Those were individuals who worked more than six out of the last 18 months, had at least one job longer than three months,



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presented a positive attitude towards work, and had some experience working in the part-time job market or the full-time or had a full-time entry level job. Those participants we directed to our Tier 2 Public Service Trainee program. I am going to talk about these programs right after I finish describing the tiers. Next slide please.

So for the Tier 3, we consider those our High Market Connection participants and those are individuals who held full employment in six of the last 12 months, they had work history of successfully holding a full-time job for a minimum of 12 continuous months sometime over their work history, had marketable skills in an in-demand occupation, and obviously presented a positive work attitude and motivation to work. The Tier 3 participants were directed to our Wage Subsidy, which was our private sector component. Next slide please.

The Community Jobs Program [CJP] was a more traditional transitional employment program. We operated it as 25 hours of paid work in a non-profit agency. Participants were paid \$11.03 an hour. In San Francisco, we have a minimum compensation ordinance that requires non-profit agencies that receive government contracts to at least pay that amount. The job duration was six months. Historically, the program was done by Goodwill Industries, but currently we have two community providers: Young Community Developers and Arriba Juntos. The CBOs [community-based organizations] functioned as the employer of record and they issued the paycheck. I know Cindy, in talking about program designs, stressed that agencies that were considering doing a transitional employment program really had to pay attention to having the infrastructure that would allow them to do this. Not all organizations have the capacity to be an employer of record and to payroll a significant number of people. Next slide please.

As part of the Community Jobs Program, the contractors were responsible for developing and placing participants in non-profit work sites. An additional seven hours per week was spent in classroom time that was included as part of the program not only to boost the skills of the participants in the program, but also to meet the California TANF and CalWORKs work participation requirements. When we have a lot of resources, the classroom time was paid under JobsNOW1 but it's currently unpaid under subsequent programs. The classroom activities included job readiness, job skill instruction, and English as a second language for limited English proficient participants. The contractors were responsible for placement outcomes for transitioning clients to jobs in one of the higher tiers of our programs. Okay, next slide please.

For the total enrollments in our CJP program, just to give you some idea of the scope of the program, during the stimulus when we had more resources, we had a little over 1,000. The following year in JobsNOW2, we had about 224. Last fiscal year that ended June 30, 2012, we had 162. And we have about 160 planned for this current fiscal year. Next slide.

Our Tier 2 program, again, for those mid-market participants, we directed to our Public Service Trainee program. The Public Service Trainee program offers subsidized employment with San Francisco City agencies, including our Human Services Agency [HSA]. Participants worked 40 hours a week under the stimulus program/ECF program; currently [they] work 32 hours a week. The participants are temporary City employees. They actually go through the City hiring process and the City civil service process. Our agency, HSA, provides the personnel and the payroll functions for all the other City agencies that are involved. We are the employer of record, the Human Services Agency, and we have those positions within our budget and we administer the





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time sheets and the time reporting. Currently, the participants are paid \$12.98 an hour and the work assignments are for six months. Next slide please.

The administration of the program under the ECF, we paid 100% of the wages and fringe benefits. We're always kind of juggling this and I'm sure other individuals who are at certainly the local or the community-based organization level trying to administer these types of programs, every year you are trying to juggle resources to kind of make it fit and make it work. Under the second iteration we - HSA - and the host agency split the cost 50/50 on the wages and fringe. Currently, we're back to paying 100% of the wages and we limit the work assignments to six months so that we're not responsible for paying certainly health and other fringe benefits. To give the size or some idea of the scope of the program under the ECF program, we had 31 different City agencies participate and we hired about 125 individuals. Under the following year, we had three agencies participate, the HSA, the Recreation and Parks Department, and the Municipal Transportation Agency [MTA], and hired 191. Last year, we still had three agencies but we kind of flipped the MTA with Department of Public Works and we hired 412 individuals last year. This year we plan to hire, hopefully, 550. Okay, next slide please.

Again, the third tier is our Wage Subsidy program. This is our private sector component and we include employers who are for-profit or non-profit agencies. The program is operated by HSA. We created a unit of business account representatives [BARs] who were staff, who were selected and hired solely to provide services to the local business community. They do not carry a client caseload. We had, in the past, a job developer model where individuals would have a caseload of 20, 30, or 40 participants and then be responsible for engaging businesses to provide employment opportunities for the people on their caseload. We decided to – we did not find that effective for our needs and we decided to develop a unit of individuals whose sole job was to engage the business community and do what I would call 'macro' job development, which is job developing for the program itself, rather than 'micro' job development, which is developing jobs for individuals. We also had the BARs become a single point of contact with the business. One of the things we learned in surveying businesses in the past was that they were getting frustrated having multiple people call them on behalf of the City, asking them to participate in providing jobs for local residents. We heard that and honored it and developed individuals and we said, "This is your single point of contact," so anything that relates to workforce and workforce issues. You may even – they would even sometimes contact their BAR if they had questions related to the Planning Department or the Department of Building Inspection and they would try to walk them through or at least connect them to someone who may be able to help them. Our BARs certainly marketed the program to businesses; they walked businesses through the application process, negotiated the job postings, and scheduled employers to attend our job seeker recruitments. One of the things we found when we started the program is that initially we were looking at, or there were individuals in the City, who looked at engaging the business sector as a government agency and how we do business with our contractors. So the initial wage subsidy agreement that was proposed by our contracting office was 47 pages long. Obviously, we got very negative feedback from businesses. Today our application is two pages long. Next slide.

We felt we needed to be business-friendly. The way we develop our reimbursement process is the participants are regular employees of the business. The wages, work hours, and job duties are set by the employer based on local industry standards. The Human Service Agency reimburses the employer for the qualified wages paid. Under the ECF program, again, when we had a lot of



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resources, we reimbursed 100% of the wages but under our subsequent programs, we, in the second year, reimbursed the first \$5,000 of wages. Currently, we reimburse \$5,000 total but we cap it at \$1,000 a month so that the program would reimburse employers somewhere between five or six months, depending on when the person started and what wages they were paying the participant. Next slide please.

As far as business outreach, we certainly, in starting the program and in continuing the program, spend a lot of time and attention in outreaching to local businesses. We were fortunate in having really a lot of support by our mayor; both our past mayor and current mayor, and they periodically do press releases and press conferences related to new initiatives we plan through the Wage Subsidy program. The mayor will occasionally call meetings with the local business partners to try to get them to participate, to encourage them to participate in the program. You know, certainly the Human Service Agency has become a member of the San Francisco Chamber of Commerce. We attend Chamber meetings and events; we also are members of district merchant associations that meet monthly so that we're meeting businesses at their meetings. We also partnered with the San Francisco Office of Small Business which was created under the Mayor's office to help small businesses get established. We have a strong partnership with them and we also have a strong relationship with the San Francisco Office of Economic Development. So when businesses talk about programs that the City has to support the establishment or the growth of small business, they are – our partners talk about us as well and they would make referrals to our hotline number. We also are partnered with an agency called Small Business California, which has an email list of 5,000 plus and they blast emails to employers multiple times a day. When we started the ECF program and continued on, we encouraged them to try the program as a business partner because, initially, they were a tad bit critical about the program. We encouraged them to participate to see how it looked from the inside.

If I have time for just an anecdote, one of the things that was wonderful to see, a few months ago, Small Business California did an email blast celebrating the birth of one of their employee's children and had a picture of the newborn on their email. It was the child of a TANF participant that they hired under our JobsNOW1 program who is still working there. That was just so nice to see. The other things we do to engage businesses are certainly direct mail and cold calling and walking through neighborhood commercial corridors. We also give our participants a voucher that says that they've been prequalified to participate in the JobsNOW program and we encourage them to go out and market themselves to neighborhoods, small businesses, so that instead of just having our BAR unit act as job developers, we have all our participants act as job developers as well. Next slide please.

To apply, we are trying to make it easy to apply. As I said, the initial 47-page application really did not go over quite well so we have paid a lot of attention to make the business application process as smooth as possible. We have an 877 number that's staffed by live people during regular business hours to take calls from businesses. If they call or email us – we also have an email box – we assign them immediately to a business account rep whose job is to really walk them through the application process. We hand-deliver the applications or we have it on our website for them to download. If they want to have us hand-deliver the application, we will hand-deliver it that day or the next day and walk them through. Again, as I said, we have a business-friendly, two-page application and the applications are all reviewed by me and the Director of Contracts with final approval of our Executive Director. Next slide please.

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For the hiring process, the approved employers will post their job openings with our business account reps and we help them work through the job announcements and then we blast them to employment specialists, the case workers, to community partners, and other CalWORKs staff. Primarily the job seekers are prepped in a Job Club that we do for TANF and PAES participants, and staff prescreens job seekers for the openings. We use a rating sheet, job skill testing results, and job seeker interest are kind of the components of our prescreening. Most of our employers, and we really kind of stress this and encourage this, come to one of our weekly hiring events. We are fortunate – actually one is going on as I speak. They come to our site and they interview up to 12 candidates for their position. They can – if they want to interview fewer, they can say, “I only want to interview five” – and we will prescreen our best five candidates for that position. If we do not have five candidates, we will tell them ahead of time and either reschedule them or have them interview the folks that we have. But it really helps to cement a partnership and actually helps to make the whole process easier, both for us and the business. Instead of setting up individual interviews, faxing and emailing resumes, and trying to get a hold of folks, they find that they could just commit an hour to an hour-and-a-half of their time and they can interview all the people who have been prescreened for their positions. Then obviously, the employers make the selections and then tell us. Next page please.

**James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Thank you, Jim, so, so much. You’ve shared a very, very...

**James Whelly, San Francisco Human Services Agency**

Have I gone too long? Okay.

**James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

It’s a lot of information so hopefully, you can wrap up in the next 30 seconds to give the other two an opportunity. Thank you.

**James Whelly, San Francisco Human Services Agency**

Yes. The employers submit invoices and we review and they do it through the BARs. You can do the next slide please.

And these are the outcomes. Last year, we actually more than doubled the placements planned. Next slide please.

For money, we use the single allocation, AB 98, work orders, local general funds, and other grants. Next slide.

And the lessons learned, we actually found that a tiered approach works best. The fact that we have staff that work with businesses has really helped change the private sector’s view of us. We



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also found that most clients learn both hard and soft skills better on the job than in a classroom. And if the resources are available, we have found it is best to allow clients, especially those who are at the low market, to move upward through the tiers. That is kind of the best program design. I am finished.

**James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Thanks so much, Jim. We are running a little behind schedule, so we're going to go ahead and move right on to our next speaker. Our next speaker is Paulette Bushers. Paulette is employed by the Oklahoma Department of Human Services [OKDHS] and currently serves as the TANF program's Field Representative in the Family Support Services Division. Paulette has been with OKDHS – I will refer to it as OKDHS – for 15 years. She spent 11 of those years serving the rural far southeastern section of Oklahoma as a TANF Social Service Specialist and five years as a Career Development Specialist, working directly with community employers developing employment opportunities for TANF recipients. In 2008, Paulette became a TANF program Field Representative for the Family Support Services Division where she has been responsible for overseeing various work-related training programs for families receiving TANF, SNAP, SoonerCare, and child care subsidies. Most recently, she has been responsible for assisting in the successful development, implementation, and management of OKDHS' Subsidized Employment Program, referred to as SEP. Paulette, you now have the floor.

**Paulette Bushers, Oklahoma Department of Human Services**

Okay, thank you very much. I know we're running short on time so I want to do my best to try to go through these slides rather quickly because they basically show the way our program actually works and then we'll get a little bit into just how we engaged our employers. So if you'll go onto the first slide please.

What is the OKDHS Subsidized Employment Program [SEP]? The way our program works is basically a four-month wage subsidy that will assist Oklahoma employers in growing their businesses, and this is how we pitched it to the employers, to help assist Oklahomans to move back into the workforce and to reduce the amount of taxpayer dollars that were being spent on food services, medical services, child care, and other benefits in Oklahoma. Next slide please.

And as far as those employers and persons that were eligible to participate, we made this program available to any employer in the State of Oklahoma that was willing to hire a full-time position at the required rates that we set forth in our program. Next slide please.

Our program requirements were that the employees needed to be a new hire, the employees – initially, when we first began the program, it was using the economic stimulus dollars and it was at the time available to those persons that were receiving Temporary Assistance for Needy Families, SNAP, SoonerCare, and Child Care. Since those services were terminated or, excuse me, since the stimulus dollars were terminated, we have made this program available still to TANF participants only. Employees still must meet the low-income definition of less than 185% of the Federal poverty rate. The big thing for the employers is the employer had to agree to pay the employee a minimum of \$10 an hour and had to guarantee the employee at least 35 hours or more

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per week. In addition to that, they had to agree to provide the same benefits that any other employee in the same or similar position was receiving as well. Next slide please.

How does the program work? Like I said before, it's a four-month subsidy so in the first month, we agreed to reimburse the employer 100% of the employee's wages up to \$12 an hour and up to 40 hours a week. So they could hire them above \$12 an hour and they could even work overtime, only OKDHS would only reimburse those wages up to the \$12 an hour and up to 40 hours a week, so anything above and beyond is on the employer. Next slide please.

[We experienced technical difficulties and Paulette Bushers was disconnected, so we moved on to the next speaker, Xochitl Esparza.]

### **James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Okay, moving right along. Our next speaker for today will be Xochitl Esparza. She has been the TANF Program Manager in the State of Oregon for four and a half years. Prior to that, she was a policy analyst for the program. She has worked for the State of Oregon's Department of Human Services for almost 13 years and has held various positions connected to the TANF program in the State. Ladies and gentleman, Xochitl.

### **Xochitl Esparza, Oregon Department of Human Services**

Good morning, good afternoon, and hopefully, you all can hear me well. I'm going to talk or share a perspective on subsidized employment more from a statewide run program and a more established program. I would like to also give you a little bit of context for our employment and training program.

It's called the Job Opportunity and Basic Skills [JOBS] Program, which is the employment and training component of TANF. This is the program that funds contracted services, which includes subsidized employment, support services such as child care, and transportation to enable or help families receiving TANF participate. I have to mention that this program is very limited right now due to funding challenges, which I'm sure are not uncommon across the country, and they are particularly acute after the TANF Emergency Contingency Fund went away. Oregon struggled to fund the JOBS program. Currently, because of the funding challenges, the services have to be prioritized based on job readiness so we have a system that is similar to the San Francisco program in terms of tiers, which categorizes services according to job readiness. Currently, those families or those participants who are the most job-ready are referred to our WorkSource Oregon partners, which are comprised of the Oregon Employment Department and our WIA [Workforce Investment Agency], State WIA, and local WIA providers, to do job search. So we have a partnership to do that. For participants that are near job-ready, we have a few options available, a few contracted options that include supported work, work experience, and JOBS Plus, which is what I'm going to talk about today. I also would like to say that despite the funding challenges, the governor, the legislature, and our agency chose to prioritize our subsidized employment program and maintain it throughout this economic recovery. Next slide please.



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This is a longstanding program. It originally started as a six County pilot in 1993 and was expanded statewide in 1995. The way that it works is that participants are placed by our job developers. Again, this is a statewide program. We have different districts throughout the State that receive their allocation and they can then contract directly with providers. Most of our providers are community colleges or Workforce Investment Act entities that run our JOBS program locally and they employ job developers who then develop the supported work sites as well as work experience and also JOBS Plus. Going back to JOBS Plus, the participants are placed mostly at private businesses and not-for-profit organizations. There are a small percentage of folks that are in public agencies. The employer determines the worker's salary and it must be at least the State's minimum wage. The Department reimburses the employer at Oregon's minimum wage, and plus we also pay a rate for the employer wage taxes and the worker's compensation costs. The placement is six months in length. The funds that reimburse the employers are made up of what would have been the individual's TANF Cash Assistance Grant and their SNAP benefits. Next slide please.

So the participants gain – there are a lot of benefits. Of course, the main benefit is that they gain a real work history for six months. They are receiving a paycheck directly from the employer so they're treated just like a – from that standpoint – like one of the employees in the company, they gain new skills or they get to brush up on skills. If the wages end up being less than the amount that they would have received in their combined public assistance benefits that the participant would have received had they continued to be receiving TANF, the difference is paid by DHS. We don't see this very often but in larger families, that might be common. The participants retain their medical coverage. Also, they get their child support passed through to them entirely so that during the time that they're in JOBS Plus, their child support is not retained by the State. They also can get Earned Income Tax Credit and can get fully paid child care while they are in JOBS Plus. Next slide please.

Another benefit for the participants is what is called the Individual Education Account [IEA], which is an account that is set up and after the participant has worked for 30 days with the JOBS Plus employer, the employer begins paying \$1 per hour into the IEA account, which can then be used by the participant or by their family after they subsequently get into unsubsidized employment. They have to be working for 30 days in order to be able to activate the IEA account and then they could use it. Examples of what that can be used for is to continue their education, to pay for special licenses, fees for testing, books, supplies, workshops, etc. That is run by our Oregon Student Assistance Commission. Next slide please.

There are many types of employers in the program. Like I said, most of them tend to be private employers and non-profits. About 50% are private employers and 35% non-profits and 15% are public government employers. Since the onset of this program, private employers were prioritized because the philosophy of having that experience, a real job experience, was important and that continues today. We have a lot of small business that participate and there are some longstanding relationships with employers in this program since it's been running since 1993/ 1995. The employers pay JOBS Plus directly, I think I mentioned that before, and they get reimbursed at the minimum wage and also in the wage taxes and worker's compensation. The employer is free to pay a salary that is above the reimbursement level and many do. That is their own responsibility if they choose to pay a rate above the minimum wage.



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Another requirement of employers is that they provide an on-site mentor. A couple of the speakers before were referring to sites that offer support for individuals in order to ensure they are going to be successful. This is a requirement of our employers so that they can be acquainted with work. The employers are not required to hire the participant following the JOBS Plus agreement but many do, and I'll speak to that later on. The JOBS Plus employees must not displace any existing employees, this is in State law, and they cannot make up more than 10% of the staff of an individual employer. Next slide.

With respect to how the program is funded, as I mentioned earlier, the participants receive a paycheck in lieu of their program benefits, so the SNAP Federal funds help fund the employer reimbursements as well as TANF Maintenance of Effort. Child care for the participants is funded with the Child Care Development Block Grant. Job development services as well as any other support services such as transportation are funded through our JOBS program contracts. Those are split between Federal and State funds. Next slide.

Because this is a statewide program, but it is run locally, there are coordination efforts. We try to stay connected through regular collaborations with our contracted partners, regional collaborations, State and regional collaborations, and in looking at sector strategies and what is both statewide and locally emerging as sectors. There are also our State and regional economic forecasts that are presented and so these things are discussed statewide; but, ultimately, the job development, the placement, all of that occurs at the local level so there are strong coordination efforts. Most of the work gets done locally for the individuals. The job developers work directly with the line supervisors, the case workers, and also the participants to be able to match someone to the right employer. Next slide please.

We polled a few of our JOBS contracted partners. Again, at my office, we administer the program when we have the budget. We make the payments centrally to the employers, but locally, for most of the work with employers, we rely on our contractors. These are some of the strategies that they use and I think they're similar to the strategies that were mentioned earlier. There are strong connections with the Employment Department locally looking at labor market trends and maintaining an inventory database of all employers who have provided work opportunities for TANF participants. Again, the program has been running for some time so there are longstanding relationships, but new ones are made as well, but I think they're maintained less. Next slide.

Using the labor market information for Oregon and border States with hiring trends that are similar to – just doing that labor market analysis. Building on relationships with local businesses. Surveying potential and existing employers about the skills they look for in participants. We're finding that there are more – that there is probably a continuous need to survey employers as what they look for may be different than a few years back so they must continuously continue that feedback loop. They train contractor-coordinated Job Club and supported work participants on employer expectations, so that they can develop those skills and know what employers will be expecting. What happens often, what we hear from our job developers is that they tend to refer participants who have been successful in another employment scenario, like a work experience or a supported work opportunity, because they have had this opportunity to test and be in an environment where they have been observed and they did well and they are likely good candidates for JOBS Plus. Again, it's important to maintain the relationship with the employers and to meet their needs as well. They also make cold phone calls to introduce workforce services and the

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participants, the pool of the people that are needing job training and a JOBS Plus opportunity. Next slide.

So again, a few more examples of the strategies that they use locally. They invite employers in the community to talk directly to participants about what they are looking for; they network with various businesses and business associations; and they also leverage resources. That has become a lot more important as various funding sources have also seen cuts, reductions, or increases in demand so they – since our contracted partners tend to be community colleges, WIA providers – they leverage resources to be able to serve the most people and have other opportunities available to TANF clients or TANF families. Next slide.

These are some of the outcomes. Historically, over 60% of JOBS Plus participants were subsequently employed in an unsubsidized job, and that is after we take a look approximately three to six months later after their JOBS Plus agreement ends. Currently, that number has dropped. Now 35% are subsequently employed and we think it is likely due to the slow economy. We are currently engaged in discussions about how to improve that, what else can be done in order to improve the employment outcomes for people in JOBS Plus and in other JOBS program activities. But overall, what has held steady is that approximately 80% of the participants in JOBS Plus are off TANF one year after participating in the program, and that outcome continues to be sustained today. Okay, next slide. That concludes my presentation. Thank you.

#### **James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Thank you so much, Xochitl. We've got several questions already coming through, but at this time we would like to open up the line for questions. We invite you to submit your questions for our speakers through the WebEx technology. Someone from the ICF team will briefly explain to you how to ask the question. Again, if you have a question for a specific speaker or program, please specify that in your question. ICF?

#### **Damon Waters, ICF International**

Thanks, James. We're actually putting all the questions in the queue but out of respect for Paulette, since we were having the audio issues with the WebEx system, we are going to actually go back to Slide 39 and allow Paulette to finish her presentation, and then we actually have two or three questions that are for all of the panelists that we are going to ask. Then, all of the questions will be posted onto the Welfare Peer TA system with the transcript so that the presenters can answer them and then they'll be sent out directly to all of the participants who participated or registered in today's webinar. Paulette?

#### **Paulette Bushers, Oklahoma Department of Human Services**

Okay, I'm so sorry guys. Thank you. I think we were at program requirements and we had mentioned that the employees had to be a new hire and they had to be given the same benefits as any other employee within that employer's spectrum, within the same type of job duties. If we could go on to Slide 40, that would be great.





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Okay, let's see. During month one, we reimburse the employer the first month 100% of the wages at \$12 an hour and up to 40 hours a week.

And the next slide would be months two, three, and four. That's where we reimburse the employer 50% of the employee's wages up to that \$12 an hour and up to 40 hours a week. The reason that we did that was to prevent abuse like you see with some of the work experience placements where the employer wants to keep an employee for extended amounts of time and then just really has no intentions of hiring that individual. This makes that employer 'buy in' to this employee so now they have to pay at least 50% of the wages for those months two, three, and four.

If you'll go to Slide 42 – this is one of our big bonuses. It's our employer bonus, it's a retention bonus. If an employer retains an employee for six months past the four months subsidy, so basically at the end of the ten-month period, and that employee is still earning at least \$10 an hour, averaging at least 35 hours a week, and still receiving the same benefits as afforded to every other employee within the same or similar position, then what we will do is reimburse the employer the other 50% of the wages for months two, three, and four that were not reimbursed the first time around. So basically, they get the full four months at 100%, up to \$12 an hour and up to 40 hours a week, but there is that delayed gratification and the other 50% is given at the end of that 10-month period as a retention bonus. Next slide please.

Those are our employers' responsibilities. We let the employer know up front that they are expected to continue to subsidize employee's employment as long as the work has been satisfactory. Of course, it is up to the employer to decide who they want to hire. They get their list of applicants and whether they choose one of our folks or not, that's their decision. However, ours do come with a little added benefit there. Next slide please.

There is a monthly invoice, it is sent to us, actually to me directly and I promise to do the reimbursement within 10 days of the date that it hits my desk. When we first started this, we had to hire a temporary person to help get these invoices processed as it was – we had hundreds coming in at a time. Now that we are strictly serving TANF only, it is a lot more manageable and there is definitely not a problem. We always had those processed within 10 days, and usually at this point, the day I receive them is the day they get paid. We also agree to the – excuse me – we at OKDHS agree to remain available to that employer and the employee for a follow-up, if there were support services needed, any type of barrier issues. We were there to help mediate, to take care of any problems that there might be, and to help give that individual support and the employer support as well. Next slide please.

And of course, our other responsibility was to notify the employer immediately if we had to terminate the agreement for any reason, such as like we had to notify them whenever the stimulus dollars were being terminated. Next slide please.

And our outcomes, we went and did a survey in March of 2011. We wanted to know how many participants were still employed, if they were still earning at least \$10 an hour or more, just the basic, general information. We took a sample survey of 10% of the employees we had at the end of March, all of these were at least 12 to 18 months post-subsidized employment. We had 54% that still remained employed with their initial employer; 27% were still employed but they had moved on to a different employer and most of those, they might not be earning the \$10 an hour where they



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started but every one of that 27% actually had a better paying job at that point or had better benefits. Thirty-four percent overall had received a pay raise or a promotion since beginning their employment. Next slide please.

Then since August of 2009, we have had right at, a little over 1,100 Oklahomans – and that's not just TANF, that is SNAP, child care, medical benefits that Oklahomans are receiving—moved back into the workforce. As of March 2011, this was where our big thing was, that our big success was we feel like, 81% still remained employed at a livable wage position. Considering past track records with other programs, this has so far been one of our most successful programs. We have had positive employer feedback primarily because of minimal paperwork, the ease of the reimbursement process, and their opportunity to increase profits while expanding their business. Next slide please.

And basically, how did this help Oklahoma? The employers were able to hire much needed employees at little or no cost, especially during the recession. We were able to move employees back into the workforce and, of course, the unemployment expenses for this group of employees was zero. Basically, we all won, which was kind of our theme there.

I know that you all are more interested in how did we engage our employers. I did not put a slide on here; like I was telling Emily, I said it did not even warrant a slide. What we did, we needed to know who our employers were and we needed to make sure that we were meeting their needs with the program. And, who knows our employers better than our State Department of Commerce? We made a call to them to tell them what we were looking at. They have a group of people called Rural Development Specialists that work directly in each area of the State, that work directly with those employers in different industry. They set us up with five different focus groups from mom and pop businesses, all the way up to large industry. They did sample focus groups of different employers from that group, no more than 20. We had a buffet meal catered, we told them this is what we are looking at; is this something you might be interested in? We had told them we wanted to hear their thoughts and what will make this work for them. And they gave us their suggestions. One of their big suggestions was that there should be minimal paperwork.

Their next comment was, "Well, with all of these other programs that you had, the majority of the time you send somebody, they do not show up to work or they are not qualified." So what they were telling us is that they want qualified employees. Yes. Okay, you want someone that is dependable? Yes, just like anyone else. Okay, so what we have promised them was that we would go through our Career Development Specialists throughout the State that work directly with our TANF clients and our other job placement program. We will promise that, if you will look at our applicants, we will only send those who are truly qualified for the position you advertise. So make sure that whenever you are advertising with your local workforce center, in the newspaper, however, whatever media you use to advertise that position, if you will send that to the Career Development Specialists, they will look through their caseload and, number one, they will look to see who they have that meets those specific qualifications needed to be a successful applicant for that job. And, number two, that Career Development Specialist, rather than making it mandatory that they go, will ask them, "Hey, are you interested in this type of a job? If you are, then we are going to send you over to apply for this position." And it worked because immediately, once we started the program, the employers were actually calling us, literally. I hate to use the word viral but it went viral. I needed my own call center. If they would have given it to me, I would gladly have

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accepted it because after we were on the road for two weeks with our employer focus groups, my phone was ringing off the hook from employers all over the State wanting to know about this program that we were starting and we had not advertised yet. It came specifically by word-of-mouth from those employers that were at our focus groups.

We also utilized our Career Development Specialists in reaching out to the remainder of the employers throughout the State. And the thing that made ours most successful is that we only sent—and we still do with our TANF recipient—this is the final hurdle into getting to self-sufficiency. We have basically several tiers. We have our community partners for those that need to really start with beginning job skills and soft skills. Then, we move into our work experience program; and, once they have eliminated all of the barriers to employment, at that point, then we can look at subsidized employment. Not all—a lot of our employers, they know about it. A lot of them choose not to participate. They said, “We’ve already seen it work. There’s no sense in you all having to reimburse us for it. We know if you send them to us through this program or you’re offering this program to us, we know we have a qualified employee.” That is basically the gist of what we did, short and simple. And that is the completion of my presentation. I’m sorry we’re running late.

**James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Thanks Paulette. We are going to entertain questions.

**Damon Waters, ICF International**

Thank you, Paulette. You actually spring boarded us into the questions and I know that we’re running a few minutes over so we’re just going to ask the one burning question. It basically feeds off of what Paulette just ended her discussion on. We received over 20 questions and we will provide those to all of the speakers and have that up on Welfare Peer TA and we will send that with the transcript directly to all registrants. But for Cindy, James, and Xochitl, if you could just give a quick overview of how you gained a better understanding of local employer needs and making sure that your programs were very aligned with those particularly in the need and actually the placement of your participants into the programs based on those needs. James or Xochitl?

**James Whelly, San Francisco Human Services Agency**

This is James. I guess I will start. Basically, I think employers really want someone who – I say two things – someone who is reliable and dependable and someone who will, as I say, play in the sandbox, someone who can get along with their co-workers. We do job skill testing and vocational assessments to make sure the individual has the exact skills the employer wants, but we try to use our tiered approach as a test to see how someone behaves in the world of work. So if someone – if we have a question about someone, they would start in the more traditional transitional employment and then move up.

**Xochitl Esparza, Oregon Department of Human Services**



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Hi, this is Xochitl. I would agree that what we tend to hear through our developers is that employers are looking for someone who is going to show up and who is going to be motivated to do the job. I think that over the years they have learned that giving the participants other opportunities prior to being placed in an employment scenario helps, so they participate in training opportunities, they participate in work experience or supported work activities, and in those supported work placement activities. They are – they learn – they are taught some of the skills that employers are looking for because, based on that research, they have surveyed employers or they know through constant communication what they are looking for.

**James Butler, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance**

Okay, thanks again to everyone, for all the participants joining us today, and thank you especially to our speakers for sharing their knowledge and expertise around subsidized employment. We hope that something that you heard today will be beneficial to you and the communities that you serve. We encourage you to begin thinking about some ideas or next steps that you can take to your communities as a result of the information you have gained here today. As already mentioned, a transcript and audio recording of today's webinar will be made available to everyone within the coming weeks through our Welfare Peer TA Web site. Please be sure to fill out the evaluation poll that will pop up as you exit the webinar. On behalf of the Office of Family Assistance, we thank you once again and have a pleasant day.