

**SAN DIEGO WORKFORCE PARTNERSHIP
COUNTY OF SAN DIEGO
DEPARTMENT OF HEALTH & HUMAN SERVICES
EXPANDED SUBSIDIZED EMPLOYMENT PROGRAM
POLICY AND PROCEDURES**

1. BACKGROUND

Live Well San Diego (LWSD) is an initiative of the County of San Diego to improve health and wellness for all residents. It represents a shared vision that can only be accomplished through collaboration across partners from every sector. The CalWORKs Welfare to Work (WTW) Expanded Subsidized Employment (ESE) Program is one part of Early Engagement strategies being implemented as a result of the passage of California Assembly Bill 74 and supports the LWSD initiative. Participants who are deemed eligible for the CalWORKs program and referred to WTW are scheduled to initial WTW activities by the Employment Services contractors. If deemed an appropriate candidate, the Employment Services contractors will refer the participant to America's Job Center of California (AJCC Operator) for enrollment in the ESE program. The San Diego Workforce Partnership (SDWP) or its Subrecipient (AJCC Operator) will assess the participant for placement in an appropriate occupation.

2. STATEMENT OF PURPOSE

ESE is a collaborative project between the County of San Diego, the SDWP, the County's WTW Contractors and AJCC Operators designed to provide subsidized employment opportunities and support for County of San Diego CalWORKs WTW participants in becoming self-sufficient. The purpose of ESE is to assist WTW participants in gainful employment.

3. ROLES AND RESPONSIBILITIES

3.1. San Diego Workforce Partnership

- 3.1.1 Develop, implement, and oversee the ESE project designed to provide subsidized employment opportunities and support for County of San Diego CalWORKs WTW participants;
- 3.2.1. Provide ESE support staff technical assistance;
- 3.2.2. Submit payments directly to the employer within thirty (30) working days of accurate receipt and approval by the SDWP Finance Department of their invoice;
- 3.2.3. Meet on a regular basis, or as requested by the County, with designated HHS staff and Employment Services contractors to discuss contract performance, goals, and objectives; and
- 3.2.4. Submit the Monthly Progress Report (MPR) to the County of San Diego by the tenth (10th) of the month following the end of each month of services. If

the 10th occurs on a weekend or holiday, report shall be due the following business day.

- 3.2.5. Implement a quality control process using the County provided case review tool to review a minimum of 50% of ESE cases each month to ensure integrity of outcome objectives and program compliance and will implement. SDWP will provide monthly reports to the County regarding the cases reviewed, findings, and corrective actions taken.

3.2. CalWORKs WTW Contractors

- 3.2.1. Participate and actively communicate in team-based case management;
Note: Team based case management consists of collaboration between the Employment Case Manager (ECM), and/or the designated AJCC Case Manager. Each of the case managers from the respective programs will work together to increase efficiency and reduce duplication of services.
- 3.2.2. Assist participant with CalWORKs services through development of their Welfare to Work plan;
- 3.2.3. Deem participant an appropriate candidate for the ESE program based on job-ready guidelines listed in section 3.31.1. and 3.3.1.2.; and
- 3.2.4. Complete WTW Referral form and submit to AJCC Operator staff.

3.3. AJCC Operator

- 3.3.1. Assess participant's skills to ensure they are job-ready. In the case that a participant is not job-ready, the WTW referral form will be returned to the CalWORKs ECM with the bottom portion of the referral completed by the AJCC Case Manager;

Note: The following guidelines are provided to assist staff in determining if a participant is job-ready, however, the list is not meant to be all inclusive.

3.3.1.1. Can the participant meet typical employer requirements?

- 3.3.1.1.1. Possesses government-issued I.D. (based on I-9 required documents, generally a picture I.D. and original Social Security Card);
- 3.3.1.1.2. Can participate in an employer's probation period without tardiness or absenteeism in daily attendance;
- 3.3.1.1.3. Is able to pass a drug test, if required by the employer;
- 3.3.1.1.4. Is able to immediately interview with employers;
- 3.3.1.1.5. Dresses professionally and appropriately for employment;
- 3.3.1.1.6. Has both reliable transportation, and childcare in place; and
- 3.3.1.1.7. Is able to provide job training and/or work history (if applicable).

3.3.1.2. Does the participant possess appropriate interpersonal skills?

- 3.3.1.2.1. Demonstrates a desire to obtain employment;
- 3.3.1.2.2. Demonstrates a positive and open approach towards job search;
- 3.3.1.2.3. Communicates professionally and proficiently with others;
- 3.3.1.2.4. Demonstrates active listening skills;
- 3.3.1.2.5. Is confident in communicating and demonstrating work experience and abilities;
- 3.3.1.2.6. Is willing to initiate follow-up with prospective employers; and
- 3.3.1.2.7. Is receptive to constructive feedback.

Note: In the event a participant is not job-ready, the participant will be referred back to the original CalWORKs ECM by submission of the 27-114 (referral form).

3.3.2. The provision of all required Workforce Investment Act (WIOA) services to participants which include but are not limited to:

- 3.3.2.1. Intake/Eligibility (Referrals to AJCC will need to be deemed eligible for WIOA Core programs);
 - 3.3.2.2. Enrollment (if applicable);
 - 3.3.2.3. The ESE Individual Employment Plan (IEP) is an evaluation tool (Exhibit A) to determine proper employment placement. A case note must be entered into the ESE database that includes the following: Evaluation conducted with the participant to determine proper placement. NOTE: when entering evaluation case note, it must include the date that evaluation took place);
 - 3.3.2.4. Case Management: AJCC Operator staff must meet with the participant in the first and second month of the placement in order to ensure that barriers are being addressed. A case note documenting the date of meeting must be included in ESE database.
 - 3.3.2.5. Ongoing Communication: AJCC Operator staff must successfully make contact with ESE participant at least once every 30 days and maintain regular monthly contact with the CalWORKs ECM. A case note documenting the date of meeting must be included in ESE database.
- 3.3.3. Work with employers to develop subsidized employment;
 - 3.3.4. Develop subsidized employment agreements/contracts with employers;
 - 3.3.5. Recruitment of businesses for subsidized employment;
 - 3.3.6. Document participant activities in ESE database system;
 - 3.3.7. Monitor subsidized employment contracts; and
 - 3.3.8. Complete ESE forms and comply with documentation and processing per ESE procedures.

4. ESE PROGRAM ELIGIBILITY AND REFERRAL

4.1. Participant Eligibility

- 4.1.1. The WTW ECM will evaluate participants for eligibility to the ESE program. Factors that will be evaluated for each individual include: CalWORKs eligibility status, WTW participation status, and job readiness. CalWORKs WTW participants who reside in a contracted region of San Diego and are not presently sanctioned will be eligible for program services.
- 4.1.2. It will be the responsibility of the CalWORKs ECM to ensure that an appropriate referral is submitted for every participant who is eligible to the ESE program.
- 4.1.3. Participants may continue in the ESE program until the end of their subsidized employment plan, even if the family becomes ineligible for CalWORKs due to employment wages earned.
- 4.1.4. Each WTW participant who is referred to the ESE program is limited to a maximum of one (1) six (6) month placement in subsidized employment unless additional requirements as determined by the ECM for an extension are met. (Incumbent workers are not eligible for ESE services, with the exception of those who are working per diem, on call, or outside the healthcare industry).

4.2. Eligibility Review

- 4.2.1. The WTW ECM is responsible for monitoring the participant's CalWORKs eligibility and WTW participation status each month, and for notifying SDWP and/or AJCC Operator when there is a change that may affect the participant's continuing ESE eligibility. Examples include changes in CalWORKs eligibility, WTW participation status, WTW Plan activities, barriers to employment, and employment status.
- 4.2.1 Eligibility Operations (CalWORKs Program) and SDWP will provide monthly reports to the AJCC Operator to identify ineligible participants.
- 4.2.2 The AJCC Operator must take timely actions to discontinue the participant from ESE and end subsidies. Ineligible participants must be exited from the ESE program upon notification by the WTW ECM or the County.
- 4.2.3 The AJCC Operator is responsible for notifying both the participant and employer if there is a change in ESE eligibility. Failure to discontinue an ESE placement may result in disallowed costs.

4.3. Participant Referral

- 4.3.1. The WTW ECM will submit a completed ESE Referral Form to the appropriate AJCC Operator site based on region. Complete referrals will contain all necessary information, such as WTW Plan activities and participation requirement, CalWORKs case number, Client Index Number (CIN), confirmation of CalWORKs eligibility, and signed authorization to release information.
- 4.3.2. Once the CalWORKs participant is determined an appropriate candidate, they can be referred to ESE for program services. The process will be as follows:

- 4.3.2.1. The CalWORKs ECM will complete a Referral Form #27-114.
- 4.3.2.2. The CalWORKs ECM will submit the referral form to an AJCC Operator as appropriate for the candidate. The participant shall not be held responsible for transferring the referral form between agencies.
- 4.3.2.3. As a part of the referral process, the AJCC Operator will check the ESE database to verify the participant does not currently have open case with ESE and has not previously received subsidized employment with ESE.
- 4.3.2.4. The AJCC Operator will determine whether to accept the participant into the ESE program and notify the WTW ECM of the outcome by completing the response portion of the ESE Referral Form.
- 4.3.2.5. The AJCC Operator will document the referral and outcome in the ESE case record, and retain a copy of the ESE Referral Form in the ESE case file.

5. **GENERAL REQUIREMENTS FOR SERVICE DELIVERY (AJCC Operators)**

5.1. AJCC Operator designated staff will perform the following:

- 5.1.1. Receive referrals from CalWORKs ECMs and contact participant to schedule eligibility appointment within 5 business days. NOTE: the first business day will be considered the date that the referral or emailed referral received by AJCC Operator. This date must be documented in the appropriate field in the ESE database;
- 5.1.2. Conduct evaluation procedures with the participant to determine proper placement; Maintain physical case files in accordance to the CalWORKs Program Guide and other County directives found at:
<http://hhsa-pg.sdcounty.ca.gov/calworks/default.asp?Guide=CW>;
- 5.1.3. Maintain current and complete WTW and ESE case records must be maintained for each participant to ensure adequate case management and accuracy of ESE program data in the program database;
 - 5.1.3.1. Case records must all include documentation of regular monthly and ongoing communication between the WTW and AJCC Operator, and the occurrence of all contacts with the participant, employer, or other parties related to ESE;
 - 5.1.3.2. The AJCC Operator will document all actions and outcomes in the ESE case record, and ensure the case record reflects accurate information regarding participant status, ESE employment, non-compliance, subsidy begin and end dates, and case closure status;
- 5.1.4. Work closely with the participant and potential ESE employers to ensure an appropriate subsidized employment placement can begin as soon as possible. The participant's Job Search activities, AJCC Operator placement efforts, and all outcomes must be documented in the ESE case record each month.

- 5.1.5. Any placement delays beyond 30 days from the date of the ESE referral must be documented in the ESE case record and communicated with the WTW ECM. The participant may remain in ESE if the WTW ECM determines the Job Search activity continues to be appropriate for the WTW Plan.
- 5.1.6. Maintain at minimum regular monthly contact with the participant and employer to ensure the participant's success and to address any barriers to employment. Barriers shall be addressed through the team-based case management to identify strategies to best support the participant.
- 5.1.7. After ESE participant start date, will meet with participant in the first and second month, then as needed;
- 5.1.8. Participants are subject to all WTW requirements while in the ESE program. For this reason, the AJCC Operator must notify the WTW ECM by close of business the day after any instance of potential noncompliance. Examples include missed appointments regarding ESE-related activities, nonresponse to ESE contact attempts, failure to accept employment, and ESE employment issues (i.e., attendance). The AJCC Operator will document the noncompliance and communication to the WTW ECM in the ESE database;
- 5.1.9. After the six-month ESE period, it is expected that the participant will move into unsubsidized employment. The AJCC Operator will track employment retention for a period of one year following the completion of the ESE. Participants who are at risk of losing their jobs or those who have lost their jobs will be engaged for rapid re-employment services;
- 5.1.10. Document in the ESE database participants who ended their subsidized employment and if they were able to retain employment with the employer when the subsidy ended, three months after the subsidy ended, and one year after the subsidy ended;
- 5.1.11. Ensure that all services provided meet the language needs and are oriented to the diversity of practice in the region. Requirements related to provision of language services are located in the Civil Rights Program Guide: <http://hhsapg.sdcounty.ca.gov/arg/default.asp?Guide=ARG>;
- 5.1.12. Report on ESE progress and include in monthly report submitted to SDWP Program Specialist;
- 5.1.13. Lead promotion of ESE to the business community in their region. Current business contacts will be utilized, and outreach to new businesses will be conducted to match participant strengths, and employer needs. Employers that are willing to hire participants must adhere to Exhibit B-2 Assurances and Certifications.
- 5.1.14. Service provider is responsible for verifying that employer is a valid company in the State of California. Service provider must check the business entity's status on

the Secretary of State's webpage prior to requesting a new agreement number from Newvendorsetup@workforce.org. The website can be found here: <https://businesssearch.sos.ca.gov/>

- 5.1.15. Complete ESE Service Agreement (Exhibit B1 – B2) with employer and participant; and
- 5.1.16. Be responsible for completing Exhibit B3 and B4 and submitting to NANDI database.
- 5.1.17. Complete monthly reports on ESE including information on employer engagements and recruitment, success stories and other information as requested.
- 5.1.18. Attend and participate in ESE meetings with SDWP and the County of San Diego.

6. **PROCESS AND PROCEDURES**

6.1 Expanded Work Experience (EWE)- Tier 1

- 6.1.1. Paid Work Experience offered to participants who need to acquire or enhance job skills to become work ready.
- 6.1.2. As an ESE Tier 1 component, EWE is offered to participants who need to acquire or enhance job skills, build their work experience and receive supervised on-the -job training to transition to ESE positions (Tier 2) or other employment.
- 6.1.3. EWE wages will be subsidized by ESE funds up to 100%, at least at minimum hourly wage.
- 6.1.4. EWE will not include medical benefits, paid vacation time, retirement benefits, etc. that may be available to “regular” employees.
- 6.1.5. EWE positions can be subsidized up to the maximum time limit allowed under the ESE program, not to exceed CalWORKs time limit. At any stage, the participant may be transitioned to ESE as long as CalWORKs eligibility is maintained.
- 6.1.6. AJCC Operator shall be responsible for tracking work experience and employment sites, number of participants, amount of subsidized wages, length of participation, number of participants successfully transitioning to employment.

6.2 Expanded Subsidized Employment (ESE)- Tier 2

- 6.2.1 The participant will be placed in subsidized employment within 60 days of the referral being received from CalWORKs ECM. During this time period the designated service AJCC Operator will assist the participant with work readiness skills, mock interviews, ensure that the participant has tools necessary to maintain subsidized employment, and refer participant to interviews with employer partners.
- 6.2.2 AJCC Operator will identify and document the need for work experience on the ESE IEP;

- 6.2.3 Subsidized employment services shall be documented on the ESE IEP including career advancement and retention goals;
- 6.2.4 Reimbursement will be paid based on the schedule below.

Reimbursement Schedule 1:

Phase	Employer Wage Rate*	Hours**	Rate of Reimbursement	Total Reimbursement Planned	
Months 1-4	\$		100%	\$	
Months 5-6	\$		75%	\$	
Total	\$			FY18 \$	FY19 \$

*Wages may not be paid below the State or Federal minimum wage standard.

** Total hours may not exceed 1,040 without an executed agreement modification.

***Obligation for payment beyond the current fiscal year is contingent upon the availability of funding.

- 6.2.5 AJCC Operator shall document in a case note that the participant is pursuing ESE, the subsidy schedule utilized and include the type of occupation;
- 6.2.6 An agreement number will be provided to AJCC Operator from NANDI database. If employer exists in NANDI database agreement number will auto populate, if not provide the following information when prompted:
**Name of business Contact name Mailing address Phone number
CA tax ID number W-9 Request for Tax Payer Identification
Number and Certification Job Description**
- 6.2.7 Generate and submit all appropriate paperwork (Exhibits B-1 through B-5) in NANDI database.
- 6.2.8 The AJCC Operator shall have the employer and the employee sign the agreement documents prior to the start date of employment;
- 6.2.9 Upon the start date of subsidized employment, the designated AJCC Operator staff shall document the start date in the ESE database within three business days;
- 6.2.10 The signed agreement documents (B1 – B2) must be submitted in NANDI database prior to employment start date;
- 6.2.11 B-5 can be submitted in NANDI database either monthly, at midpoint, or at completion.
- 6.2.12 The designated AJCC Operator staff shall submit the Expanded Subsidized Employment Invoice (B-5) in NANDI database, including paystubs, within thirty (30) business days of the last day worked in the reimbursement phase.

7 QUALITY CONTROL AND CASE REVIEWS

7.1 Participant data, case records, and subsidy documentation are subject to review by the County and SDWP for contract monitoring and to ensure program compliance and must be made available upon request.

7.1.1 Eligibility Operations (CalWORKs Program) will conduct regular ESE case reviews to monitor the contractor's compliance with County policies and procedures regarding the ESE program. Refer to CPG 10-300.D for WTW Quality Control policies;

7.1.1.1 Challenge responses from the AJCC Operator will be due on the 10th calendar day of the month following the case review. Corrective Action responses will be due on the 20th calendar day of the month following the case review;

7.1.2 SDWP will conduct regular ESE case reviews to monitor the contractor's compliance with County policies and procedures regarding the ESE program;

7.1.2.1 Corrective Action responses will be due within five calendar days upon receipt of the file review tools.

ATTACHMENTS

Exhibit A – ESE Individual Employment Plan (IEP)

Exhibit B-1 – Expanded Subsidized Employment Agreement

Exhibit B-2 – Expanded Subsidized Employment Assurances and Certifications

Exhibit B-3 – ESE Employee Midpoint and Completion Questionnaire

Exhibit B-4 – ESE Employer Midpoint and Completion Questionnaire

Exhibit B-5 – ESE Monthly Reimbursement Invoice

Exhibit B-6 – ESE Job Description

Exhibit B-7 – ESE Hours of Verification Form

Exhibit C- County of San Diego Implementation Guidelines Memo

Exhibit D- County of San Diego Referral Form