INTRODUCTION

The passage of the Personal Responsibility and Work Opportunity Act of 1996 ("welfare reform"), mandated a change in the framework of welfare programs. New federal and state guidelines emphasized self-sufficiency and work readiness with timelimited allowances for aid. In response to this mandate, in 1998 California's state legislature created its own program called CalWORKs. The purpose of CalWORKs is to provide job readiness and work opportunities for those transitioning off welfare into work. San Francisco's Department of Human Services provides CalWORKs services in a broad "workforce development strategy to secure stable employment and permanent exits from poverty for low-income residents of the City."

To create and implement this strategy, the San Francisco Department of Human Services, small and large businesses, and community-based organizations joined together to create a "highly coordinated workforce development system to link welfare recipients and other low income residents with an array of job readiness, skills training, job placement, retention, career advancement and support services."

The subject of this case study is to examine particular components of this integrated system, specifically the partnership between job seekers, service providers and employers - large and small businesses in San Francisco County. How are clients prepared to step into employment in these businesses, and what has been the response from employers? What kind of training and career development is being offered to employment-placed clients? And how is success measured in terms of performance outcomes? These questions will be answered followed by a discussion about how San Mateo County's Human Service Agency might benefit from the lesson learned and the initiatives underway in San Francisco's Department of Human Services.

WORKFORCE DEVELOPMENT STRATEGIES

Beginning in 1998, San Francisco's Department of Human Services, and the business community in conjunction with the Private Industry Council (PIC) joined together in a campaign to address the needs of participants as they moved from welfare to work. Three tightly interdependent groups worked together to provide a unique system - the Private Industry Council, San Francisco Department of Human Services and a series of subcontractors or community-based organizations. This system serves to assess and develop training for potential new employees to meet the labor shortages of the business community, and to link that training to CalWORKS participants through community-based organizations. Acting as subcontractors, the community-based organizations receive monetary incentives for developing new skill based

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1 Handout - San Francisco Department of Human Services - February 1999. San Francisco's Welfare to Work Programs CalWORKs and PAES
2 Ibid. Handout San Francisco’s Department of Human Services – February 1999

*Donna Wocher is an Organization Development Manager San Mateo County's Human Services Agency
programs, delivering the training, placing participants in jobs, and providing retention services to
participants while they are on the job.

This strategy was implemented by a call for contracts by the Private Industry Council in 1998.
Community-based organizations and other agencies made bids to become providers or
subcontractors willing to operate a work readiness, job placement and job retention program or a
job training, placement and retention program for CalWORKs participants. Essentially, the
Private Industry Council (PIC) took on the role of the "grant contractor" while the Department of
Human Services became the supplier of ready and capable participants and the community-based
organizations, acting as subcontractors, became the providers of job readiness, work experience,
vocational assessment, and vocational training. To meet the diverse needs of the San Francisco
population, the subcontractor services were intentionally cultivated for delivery in various
languages, such as Cantonese, Spanish, Russian, Vietnamese, Tagalog, Cambodian, Korean and
American Sign Language.

The result of this effort is over twenty-three CalWORKs service providers offering a range of
job readiness, job retention, paid and unpaid work experience, supported employment, work
study and on-the-job training, as well as, vocational training directly linked to the needs of the
business community. The range of hard skills or vocational training includes 26 subject areas
ranging from accounting to health care, with new programs constantly in contract negotiations
(see attachment). The goal of all of these programs was and still remains the preparation of
CalWORKs clients to enter and remain in the workforce.

CALWORKS PARTICIPANT
PREPARATION FOR EMPLOYMENT

The first phase of this integrated system begins with the Department of Human Service's
Employment Specialist who identifies participant's level of work readiness and links them to
appropriate resources and possible employment opportunities. Each of the Department of Human
Service's 108 Employment Specialists is responsible for a caseload of sixty CalWORKs
participants. They screen for aid payment eligibility, employment tracks and other service needs.
Typically participants meet with their Employment Specialists from four to five sessions to
finalize their eligibility, identify barriers to employment and develop an employment plan. The
Employment Specialist categorizes participants into one of three tracks: "low" market, "medium"
or "high" market tracks. The "low market" track is organized to help participants with little to no
work history move quickly into the job market to attain experience and acclimate to the labor
market. Training and support are provided to participants in this track through a five-day
workshop called Express to SUCCESS, or a participant may be referred to one of seven job
readiness, placement and retention sub-contractors. Based on the Curtis model of work readiness,
the workshops cover soft employment skills, such as, greeting customers, interacting
among/between peers and supervisory staff, listening, providing feedback, accepting and giving
constructive criticism, demonstrating conflict resolution and negotiation capacity, and the ability
to work in groups. Following the workshop, participants spend three weeks in an employment
center making phone calls to prospective employers and working with in-house job developers.
The Express to SUCCESS has done remarkably well in placement - approximately sixty-percent
placement rate.
Whereas, the "low" track participants participant in the Express to SUCCESS or one of the seven
job readiness community-based organizations, the "medium or high" market track participants
are funneled into various subcontractor programs aimed at providing participants with additional
hard or technical skills training and/or an internship to expand their opportunities. Participants
falling into these tracks typically have had previous job histories and strong personal interaction
skills. Employment Specialists may refer CalWORKs participants for vocational testing, as well as,
provide participants with subcontractor program choices. Typically, the Employment
Specialist and CalWORKs participant agree on two possible subcontractor choices (e.g., Arriba
Juntos and/or Jewish Vocational Center for training in nursing assistance), and the participant
investigates both programs before making a final decision on their welfare-to-work employment
plan. Once the participant and her/his Employment Specialist have agreed, the participant has
signed the official Welfare-to-Work Employment Plan, and identifying the subcontractor's
program as the participant's designated Welfare-to-Work Activity, the program components of
the system begin.

Following the agreement on the employment plan, Department of Human Services provides the
subcontractor with a copy of the employment plan. The subcontractor, in turn is responsible for
providing the Private Industry Council with the employment plan and a completed PIC
Welfare-to-Work Enrollment Form. Once the participant is enrolled, the Private Industry Council
begins to track the subcontractor's services and the subcontractor provides periodic updates to the
Private Industry Council in return for payment. For example, enrollment into and successful
completion of the work readiness component contractually results in the subcontractor receiving
25% for enrollment (of the originally negotiated cost per client contained in the original
contractual agreement) and another 25% for the participants' completion of the program. Next,
the subcontractor has ninety (90) days after the client completes the work readiness component
to place the participants into unsubsidized employment (for a minimum of 20 hours a week and a
minimum wage of $6.50 an hour or above). This results in an additional 30% payment. Finally,
once the subcontractor has provided the participant who has been placed with retention services
as needed for a minimum of ninety days they receive an additional 10% followed by another
10% after one hundred and eighty (180) calendar days of placement. This then ends the
contractual agreement for that CalWORKs participant. To date, the Department of Human
Services has written over five thousand (5,000) work plans and over 50% of their clients are
employed. However, not all of these clients participate in subcontractor programs. A portion of
this total also participates in the Express for SUCCESS program.

In addition to providing periodic reports to the Private Industry Council, the subcontractor also
provides the Department of Human Services with monthly attendance and progress reports on all
active participants. Two absences or more than eight cumulative hours absent requires the
subcontractor to immediately contact the Employment Specialist. Employment Specialists
provide intensive case management in conjunction with the subcontractor who is also required to
maintain a Case Management Participant file. This interdependent workforce development
strategy is showing modest gains in placement. Current average placement rates are
approximately 40%. However, because contracts with the community- based organizations or
subcontractors have staggered start dates (some starting eight months ago - November of 1998
and as early as two months ago -April of 1999), it is too early to calculate stable, long-term
placement rates. Retention rates for placed participants are being collected at 90 and 180-day intervals. Again, data collected are staggered and incomplete. Sound retention figures will be available, however in September of 1999.

SAN FRANCISCO WORKS AND THE SMALL BUSINESS NETWORK

The relationship developed between Department of Human Services and large and small businesses was influenced by the department's previous history of placing clients in employment through the assistance of Greater Avenues to Independence's (GAIN) social workers. Positive results from this early initiative provided employers with confidence in the Department of Human Services ability to understand the business community's needs. Building on these earlier gains, the San Francisco business community in concert with the Department of Human Services, created two new initiatives in response to welfare reform. The larger of the two efforts, San Francisco Works was created through the synergy of United Way, Chambers of Commerce and the thirty largest businesses in San Francisco. While the smaller effort, called "Jobs Network", was created to meet the needs of small businesses in the community.

San Francisco Works' mission is to oversee the identification of service needs of its largest employers - that is identify shortages of workers in employment areas; identify the skills, abilities and knowledge required to perform in these job categories; commission the development of curriculum to address these needs, and see that training is provided to "work-ready" customers and clients. In short, San Francisco Works provides the "start-up" money and acts as an incubator for new employment related programs to meet the changing and emerging needs of the business community.

San Francisco Works supplies first time funds to community-based organizations and works with them to develop the curriculum in close contact with employers. Once the materials are complete, the community-based organization(s) provides the targeted training to participants. Programs that are viewed as successful in serving the needs of the business community, that is preparing and placing ready to work employees to address labor shortages, are funded for one to two cycles and then are encouraged to submit proposals to the City and the Department of Labor for future funding. Enrollment in affiliated programs with San Francisco Works has been high - with 400 participants enrolled in the first year (200 enrolled per 6 month cycle.)

Whereas, the San Francisco Works initiative is coupled with San Francisco's thirty largest businesses, the Jobs Network is focused on small business. Originally set up in 1998 with leadership from the Small Business Network, the major objective of this initiative is to provide a five-week job readiness program for individuals transitioning from welfare to work and intensive job retention support once they are placed. Two community-based organizations, Juan Ventwes and Jewish Vocational Services, provide the direct services of the Job Network. The Small Business Network, in conjunction with two community-based organizations, Arriba Juntos and Jewish Vocational Services, provides job readiness and some basic skills. Small business owners identified the kinds of skills they needed and the community-based organizations developed a five-week program that addressed those needs job readiness and basic skills. The
community-based organizations place clients in small businesses and provide intensive retention services. And to date approximately 60-70 job placements have occurred in this program.

Skill-based programs that emerge from the San Francisco Works and Small Business Network efforts become part of the larger performance based contracting system that includes over twenty-six subcontractors services available to CalWORKs participants and administered by the Private Industry Council.

**NEW INITIATIVES UNDERWAY**

Career development and additional training programs are now in the contract negotiation or request for proposal stage. Areas being explored include career counseling, job coaching and crisis management, as well as, on-site vocational English as a Second Language (ESL). For part-time workers, a career advancement package including career counseling and course work through community colleges or other training providers is being considered.

San Francisco Works, Employment and Training Panel (ETP) and the Department of Human Services is discussing how to use some of the existing formula monies, anticipated funding from the Department of Labor, and other grant monies for work-site based training. Securing the money is only part of the issue. Still to come is negotiating with businesses to allow release time for previous welfare to work participants to attend paid on-site training. However, with a strong track record of success and a spirit of innovative, the Department of Human Services is well positioned with business to come up with creative measures to address this and other challenges.

**FURTHER EXPLORATION FOR SAN MATEO COUNTY'S HUMAN SERVICES AGENCY**

The Workforce Investment Act of 1998, signed into law on August 7, 1998, focuses federal and state dollars on meeting the needs of business for current and anticipated skilled workers within industries. The legislation commissions the creation of local Workforce Investment Boards to identify the needs of local business and oversee a system for connecting job seekers with the right training to fill shortages. In short, the intent is to identify labor shortages, the competencies and skills required to perform in job "shortage" categories, and authorize the use of new or identify existing skill training programs by eligible participants to meet these needs. In some respects, this is similar to what the San Francisco Works project accomplished and would be worthwhile exploring in more depth. In particular, because the Workforce Investment Act includes provision of services to adults 18 years and older who are recipients of public assistance and other low-income individuals in areas were funds are limited. For example, some questions to be answered might include: How were the politics of such an arrangement between the business community, the Chamber of Commerce, United Way and the Department of Human Services negotiated? What method of governance did the San Francisco Works committee use? What were some of the barriers in convincing business to employ public assistance participants?

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What methods of training and skill delivery seemed to work particularly well in serving both the business community and participants?

Another area of exploration might include the performance based payment system set up with the subcontractors through the Private Industry Council. How have the subcontractors reacted to receiving payment for services over time? What are some of the shortcomings? How might this system be used in part or in its entirety in delivering skill training in conjunction with the Work Force Investment Act? Could adult and dislocated workers use their Individual Training Accounts under the Work Force Investment Act system to pay providers in a similar fashion?

These two strategies, used by San Francisco's Department of Human Services, could be beneficial to our agency in particular as we move into the implementation of the Workforce Investment Act. In addition, the performance based strategy used by DHS in working with community-based organizations may prove useful in delivering additional "hard" skill training, job placement and retention services for our remaining clients who have multiple and intense employment needs.
### PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

#### S.F. CalWORKs WELFARE-TO-WORK SERVICE PROVIDERS

<table>
<thead>
<tr>
<th><strong>SUBCONTRACTOR</strong></th>
<th><strong>PROGRAM DESCRIPTION</strong></th>
<th><strong>ENTRY REQUIREMENTS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Arriba Juntos</td>
<td>Ninety-six (96) hours of work readiness training. Life skills training. Job search and referral. Job retention and supportive services.</td>
<td>CalWORKs participant. Eighteen (18) years or older and employed, a minimum of 5 hours per week. Minimum 8.9 grade reading and math. English score of 209 on CASAS.</td>
</tr>
<tr>
<td></td>
<td>Instruction in nursing theory and on-the-job (OJT) training to become Nurse Assistants or Home Health Aides. Job referral, placement and retention.</td>
<td>CalWORKs participant. Minimum 5th grade reading and math. English score of 400 on CASAS.</td>
</tr>
<tr>
<td></td>
<td>Homemaker Training. Care for the homebound population. Job referral, placement and retention.</td>
<td>CalWORKs participant. Minimum 5th grade reading and math. English score of 400 on CASAS.</td>
</tr>
<tr>
<td></td>
<td>Comprehensive computer software training. Job referral, placement and retention.</td>
<td>Minimum 6th grade reading and math. English score of 400 on CASAS.</td>
</tr>
<tr>
<td>Catholic Charities-REAP 814 Mission Street, Mezzanine San Francisco, CA 94103 (415) 844-7417 Fax: (415) 844-2747</td>
<td>Vocational English-as-a-Second-Language (VESL) classes and work readiness workshops. One-on-one job counseling, case management, placement assistance, job retention and support services.</td>
<td>CalWORKs participant. Limited English-speaking (Score under 240 in English on CASAS). Participate at least 26 hours weekly.</td>
</tr>
<tr>
<td>Center for Employment Training 1727 Mission Street San Francisco, CA 94103 (415) 255-8880 Fax: (415) 252-0990</td>
<td>Vocational training in shipping and receiving, warehouse operations, medical assisting, accounting, office skills, building and sales. Work readiness, work experience. Job placement and retention.</td>
<td>CalWORKs participant. No prerequisites or entry tests. Average training time for this 900-hour self-paced course is 6-8 months.</td>
</tr>
<tr>
<td>Community Defense, Inc.-Poor Magazine 255-9th Street San Francisco, CA 94103 (415) 863-6306 Fax: 865-1932</td>
<td>Work readiness training, job placement, job retention and supportive services. Computer training provided by City College. Participants hone their verbal and literacy skills, create art and publish their work.</td>
<td>CalWORKs participant. Targeted towards persons with limited market.</td>
</tr>
<tr>
<td>Family Service Agency of San Francisco 1010 Gough Street San Francisco, CA 94109 (415) 474-7310 Fax: (415) 931-3773</td>
<td>Health care services, administrative and clerical services. OJT provided by Kaiser-Permanente. FSA-SF provides work readiness workshops, job coaching, supportive services, worksite supervision and mediation and follow-up counseling.</td>
<td>CalWORKs participant. Minimum 8th grade reading level and 7th grade math level. Commitment of 26 hours per week for 3 months.</td>
</tr>
</tbody>
</table>

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

Page 1 of 3 1/21/99
<table>
<thead>
<tr>
<th>SUBCONTRACTOR</th>
<th>PROGRAM DESCRIPTION</th>
<th>ENTRY REQUIREMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glide Memorial Church (Job Skills Program)</td>
<td>Partnership with City College: Hospitality Training Program.</td>
<td>CalWORKs participant. Minimum 8th grade reading and math level. No active substance abuse problem and a stated willingness to adhere to program norms.</td>
</tr>
<tr>
<td>330 Ellis Street, Room 401A</td>
<td>Work readiness, placement assistance, job mentoring, job retention, supportive services and internships in the Glide Food Program.</td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94102</td>
<td>(415) 441-5627</td>
<td></td>
</tr>
<tr>
<td>1500 Mission Street</td>
<td>Computer software training. Office technology program, sales and service, supported work experience within Goodwill stores, donation sites, processing center and administrative offices. Placement and retention.</td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94103</td>
<td>(415) 575-2145</td>
<td></td>
</tr>
<tr>
<td>Juma Ventures</td>
<td>Training for Certified Nurse Assistants (CNA) and Home Health Care Aides (HHA).</td>
<td>CalWORKs participant. Minimum 5th-6th grade reading level, 4th-5th grade math level.</td>
</tr>
<tr>
<td>747 Front Street, Suite 200B</td>
<td>Work readiness class, CNA/HHA training, job search/placement, job retention, supportive services and career advancement assistance.</td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94111</td>
<td>(415) 247-6572</td>
<td></td>
</tr>
<tr>
<td>Mission Language and Vocational School (FIT Program-Families in Transition)</td>
<td>Partnership with Jewish Vocational Service to offer work readiness services, job search, work study, job creation through wage subsidy, job placement, job retention and support services.</td>
<td>CalWORKs participant. Minimum 9th grade reading and math level. Fluency in English desired.</td>
</tr>
<tr>
<td>2929-19th Street</td>
<td>Collaboration between Mission Neighborhood Centers (MNC), Families In Transition (FIT), Mission Day Care (MDC), Instituto Feminist de la Raza and MLVS. MLVS will provide vocational training in general office/cleaning and medical assisting, job placement and retention services. The FIT program will provide wrap-around services, including case management and childcare services with integrated comprehensive support services.</td>
<td>CalWORKs participant. Targeted group is low-income Latino parents transitioning from public assistance. Open to all levels of reading and math.</td>
</tr>
<tr>
<td>San Francisco, CA 94110</td>
<td>(415) 648-5220</td>
<td></td>
</tr>
<tr>
<td>Morrisania West, Inc.</td>
<td>Custodial/janitorial training. Certificate program at City College (106 hours). In conjunction with Janitorial Union Local 87 SEIU will recruit, train, provide work readiness workshops and conduct job placement.</td>
<td>CalWORKs participant. Open to all levels of reading and math.</td>
</tr>
<tr>
<td>205-13th Street, Suite 300</td>
<td>Work readiness training. Job search, job placement services, job retention and supportive services.</td>
<td>CalWORKs participant. Preference for ex-offenders and non-custodial parents. Open to all levels of reading and math. Fluency in English desired.</td>
</tr>
<tr>
<td>San Francisco, CA 94103</td>
<td>(415) 552-4660</td>
<td></td>
</tr>
<tr>
<td>Northen California Service League</td>
<td>Custodial/janitorial training. Certificate program at City College (106 hours). In conjunction with Janitorial Union Local 87 SEIU will recruit, train, provide work readiness workshops and conduct job placement.</td>
<td>CalWORKs participant. Open to all levels of reading and math. Fluency in English desired.</td>
</tr>
<tr>
<td>28 Boardman Place</td>
<td>Work readiness training. Job search, job placement services, job retention and supportive services.</td>
<td>CalWORKs participant. Open to all levels of reading and math. Fluency in English desired.</td>
</tr>
<tr>
<td>San Francisco, CA 94103</td>
<td>(415) 863-2323</td>
<td></td>
</tr>
<tr>
<td>The Family School</td>
<td>Custodial/janitorial training. Certificate program at City College (106 hours) and 6-week paid internship at Toolworks. Job placement, retention and supportive services.</td>
<td>CalWORKs participant. Open to all levels of reading and math.</td>
</tr>
<tr>
<td>548 Fillmore Street</td>
<td>(415) 554-0425</td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94117</td>
<td>(415) 554-0440</td>
<td></td>
</tr>
<tr>
<td>Toolworks, Inc.</td>
<td>Custodial/janitorial training. Training is directed primarily to individuals with disabilities. Certificate program at City College (106 hours) and 6-week paid internship at Toolworks. Job placement, retention and supportive services.</td>
<td>CalWORKs participant. Open to all levels of reading and math.</td>
</tr>
<tr>
<td>1119 Market Street, Suite 200</td>
<td>(415) 621-8665</td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94103</td>
<td>(415) 621-8943</td>
<td></td>
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<td>Subcontractor</td>
<td>Program Description</td>
<td>Entry Requirements</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------</td>
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<tr>
<td>Visitation Valley Jobs,</td>
<td>Work readiness training.</td>
<td>CalWORKs participant.</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>Job search, job placement services, job retention and</td>
<td>Open to all levels of reading and math.</td>
</tr>
<tr>
<td>333 Seward Street</td>
<td>supportive services.</td>
<td></td>
</tr>
<tr>
<td>San Francisco, CA 94134</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(415) 239-2866</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax: (415) 239-8146</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young Community Developers</td>
<td>Work readiness training.</td>
<td>CalWORKs participant.</td>
</tr>
<tr>
<td>1715 Yosemite Avenue</td>
<td>Job search and job placement services.</td>
<td>Minimum 7th grade reading and math level. Fluency in</td>
</tr>
<tr>
<td>San Francisco, CA 94124</td>
<td>Job retention and supportive services.</td>
<td>English desired.</td>
</tr>
<tr>
<td>(415) 822-3491</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax: (415) 822-4958</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART I - PARTICIPANT INFORMATION

Name: ___________________________ Social Security No.: ___________________________

Address: ___________________________ Telephone Number: ___________________________

Component Code #: ___________________________

Subcontract Period: From: ___________________________

To: ___________________________

PART II - SERVICE PROVIDER PROGRAM DESIGN

The ________________, hereafter referred to as the Subcontractor, will operate a Work
Readiness, Job Placement and Job Retention (WRJJPJR) program for the CalWORKs participant
to prepare her/him to enter into and remain in the workforce.

A. Recruitment and Selection

Subcontractor will enroll the CalWORKs participant referred by the San Francisco Department of
Human Services (DHS) Employment Specialists (ES) once the participant and her/his ES have agreed
and the participant has signed an official Welfare-to-Work Employment Plan, identifying the
subcontractor’s program as the participant’s designated Welfare-to-Work Activity.

B. Program Component Structure

• Work Readiness Component - Subcontractor will provide the Private Industry Council (PIC) with
  appropriate documentation for enrollment into and successful completion of this component.

• Job Placement Component - Subcontractor will have a period of ninety (90) days after completion of
  the Work Readiness Component to place the participant into unsubsidized employment.

• Job Retention Component - Subcontractor will provide the participant who has been placed with
  adequate retention services as needed for a minimum of one hundred and eighty (180) calendar days
  after placement.

PART III - PARTICIPANT RESPONSIBILITIES

I, the undersigned, will participate in the program described in Part I with the intention of completing the
program requirements and securing and retaining employment.
PART IV - SERVICE PROVIDER INFORMATION

Provider: ___________________________ Subcontract #: ________________________
Address: ___________________________ Contact Person: ________________________
____________________________________ Telephone Number: __________________

PART V - SERVICE PROVIDER PAYMENT SCHEDULE

$________ for enrollment into the Work Readiness Component.
$________ for successful completion of the Work Readiness Component.
$________ for placement into unsubsidized employment for a minimum of 20 hours a week and a
minimum wage of $6.50 an hour or above.
$________ for retention on the job for ninety (90) days.
$________ for retention on the job for one-hundred eighty (180) days.

PART VI - ADDITIONAL SERVICE PROVIDER RESPONSIBILITIES

- Subcontractor will maintain a Case Management Participant file.
- Subcontractor will notify the participant’s Employment Specialist if the participant misses two (2)
  consecutive days of the program or if the participant’s attendance falls below 80%.
- Subcontractor will report all participant outcomes to the PIC, including completion, placement, 90-
day retention, 180-day retention and termination, within five (5) days of the actual date of the
outcome.
- Subcontractor will submit two (2) copies of the CalWORKs Fee For Services Outcome Payment
Request form (CalWORKs 110) to the PIC no later than the seventh (7) day of the month following
the month of the activity.

PART VII - SIGNATURES

For the Service Provider For the Private Industry Council

Signature Date Signature Date

Name and Title Name and Title
# Monthly Attendance and Progress Report

**Participant and DHS Information**
Employment Specialist completes this section.

<table>
<thead>
<tr>
<th>Participant Name</th>
<th>SSN</th>
<th>Program/Service Provider</th>
<th>Employment Specialist</th>
<th>Phone</th>
<th>Fax</th>
<th>Worker</th>
</tr>
</thead>
</table>

**Attendance Report**
*(time period for reporting: 15th of month to 15th of month)*

The instructor or program/activity supervisor completes this section. Please indicate the number of hours spent in each activity and weekly total in space with *. Also, indicate any changes in activities from previous month. Indicate no class days. Two absences, or more than 8 cumulative hours absent, require immediate contact with the Employment Specialist listed above. DO NOT WAIT UNTIL THE END OF THE MONTH TO REPORT PROBLEMS.

<table>
<thead>
<tr>
<th>Activity 15th to 15th</th>
<th>Week of</th>
<th>S</th>
<th>Week of</th>
<th>S</th>
<th>Week of</th>
<th>S</th>
<th>Week of</th>
<th>S</th>
<th>Signature of instructor/Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M T W T F *</td>
<td></td>
<td>M T W T F *</td>
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<td>M T W T F *</td>
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<td></td>
</tr>
</tbody>
</table>

**Progress Report**
Instructor or program/activity supervisor completes this section.

<table>
<thead>
<tr>
<th>Grasp of program content</th>
<th>Satisfactory</th>
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<td>Work/study habits</td>
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<tr>
<td>Personal interaction skills</td>
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<td>Life management skills</td>
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<td>Attendance</td>
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**Process instructions**
Service provider is responsible for completing form and returning to DHS by the 20th of month. Return to 3300, Department of Human Services, 170 Otis Street, CA 94103.

**Participant Information**
This is a record of your attendance and progress in the program authorized in your employment plan. The organization that operates this program is under agreement with The Department of Human Services to provide services to individuals enrolled in CalWORKS. Your signature does not necessarily imply your agreement with the opinions stated in the Progress Report section of this report, but it does indicate your agreement with the information contained on Attendance Record.

Participant signature: ___________________________ Date: __________ Comments: ___________________________
Definitions of Terms in Progress Report

Grasp of Program Content
If the activity is an academic activity such as GED or Community College classes, please indicate student's academic progress. If the activity is non-academic, please indicate participant's ability to absorb information, follow instructions, and make progress toward mastering the program requirements.

Work Study Habits
This section is designed to assess whether the participant is completing out of class/office assignments in a timely manner, following through with assigned or volunteer projects/duties, and practicing mature behaviors leading to obtaining maximum benefit for the program. Habits include but are not limited to punctuality, paying attention to instruction, appropriate office/classroom demeanor, and following guidelines for dress and hygiene appropriate to the setting.

Personal Interaction Skills
This section covers interaction among between peers and supervisory staff. The evaluation covers such areas as listening, feedback, accepting and giving constructive criticism, conflict resolution, negotiation, humor and the ability to work in groups.

Life Management Skills
Is the participant able to manage his/her life sufficiently to progress in the program? Are barriers to success being addressed?

Attendance
This section has been added to allow the provider to write comments on the attendance record. For instance, if the provider's standard of participation varies from the DHIS standard, comment would be entered here.
### California Work Reform Act Services by Provider

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<tr>
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**Note:** Language capacity may be limited to certain programs within the agency. Call for details.

Current Draft: 1/7/99

Bold * means services specifically for CalWORKs