

# **CONNECTING TO THE WORLD OF WORK: SAN FRANCISCO'S WELFARE TO WORK PROGRAMS**

Donna M. Woher\*

## **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."<sup>1</sup> 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."<sup>2</sup>

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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<sup>1</sup> Handout - San Francisco Department of Human Services - February 1999. San Francisco's Welfare to Work Programs CalWORKS and PAES

<sup>2</sup> Ibid. Handout San Francisco's Department of Human Services - February 1999

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 feed back, 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 where funds are limited.<sup>3</sup> 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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<sup>3</sup> U.S. Department of Labor Employment and Training Administration, September 1998. Workforce Investment Act of 1998; available from <http://ivwww.usworkforce.org/Runningtext2.html>; Internet; accessed 17 June 1999 by Donna M. Wocher

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

SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
<b>Arriba Juntos</b> 1850 Mission Street San Francisco, CA 94103 (415) 863-9307 Fax: (415) 863-9314	Ninety-six (96) hours of work readiness training. Life skills training. Job search and referral. Job retention and supportive services.	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.
	Instruction in nursing theory and on-the-job (OJT) training to become Nurse Assistants or Home Health Aides. Job referral, placement and retention.	CalWORKs participant. Minimum 5th grade reading and math. English score of 400 on CASAS.
	Homemaker Training. Care for the homebound population. Job referral, placement and retention.	CalWORKs participant. Minimum 5th grade reading and math. English score of 400 on CASAS.
	Comprehensive computer software training. Job referral, placement and retention.	Minimum 6th grade reading and math. English score of 400 on CASAS.
<b>Asian Neighborhood Design</b> 1232 Connecticut Street San Francisco, CA 94107 (415) 648-7070 Fax: (415) 648-6303	Hands-on training in carpentry, construction and cabinet-making. AutoCAD, computer controlled machinery and vocational math. Career counseling, life skill training, job referral, placement and advocacy to enhance job retention.	CalWORKs participant. At least 17 years of age. Demonstrated interest and aptitude. Minimum 5th grade reading and math. ESL Level 6.
<b>Catholic Charities-REAP</b> 814 Mission Street, Mezzanine San Francisco, CA 94103 (415) 844-7417 Fax: (415) 844-4747	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.	CalWORKs participant. Limited English-speaking (Score under 240 in English on CASAS). Participate at least 26 hours weekly.
<b>Center for Employment Training</b> 1727 Mission Street San Francisco, CA 94103 (415) 255-8880 Fax: (415) 252-0990	Vocational training in shipping and receiving, warehouse operations, medical assisting, accounting, office skills, building and sales. Work readiness, work experience. Job placement and retention.	CalWORKs participant. No prerequisites or entry tests. Average training time for this 900-hour self-paced course is 6-8 months.
<b>Community Defense, Inc.-Poor Magazine</b> 255-9th Street San Francisco, CA 94103 (415) 863-6306 Fax: 865-1932	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.	CalWORKs participant. Targeted towards persons with limited market.
<b>Family Service Agency of San Francisco</b> 1010 Gough Street San Francisco, CA 94109 (415) 474-7310 Fax: (415) 931-3773	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.	CalWORKs participant. Minimum 8th grade reading level and 7th grade math level. Commitment of 26 hours per week for 3 months.

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



SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
<b>Glide Memorial Church (Job Skills Program)</b> 330 Ellis Street, Room 401A San Francisco, CA 94102 (415) 441-5627 Fax: (415) 441-5657	Partnership with City College: Hospitality Training Program.  Work readiness, placement assistance, job mentoring, job retention, supportive services and internships in the Glide Food Program.	CalWORKs participant.  Minimum 8th grade reading and math level. No active substance abuse problem and a stated willingness to adhere to program norms.
<b>Goodwill Industries, Inc.</b> 1500 Mission Street San Francisco, CA 94103 (415) 575-2145 Fax: (415) 575-2170	Work readiness classroom activities, pre-employment program, life skills 1 and 2, career education. Vocational ESL classes.  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.	CalWORKs participant.  Minimum 4th grade reading and math level.
<b>Jewish Vocational Service</b> 77 Geary Street, Suite 401 San Francisco, CA 94108 (415) 391-3600 Fax: (415) 391-3617	Training for Certified Nurse Assistants (CNA) and Home Health Care Aides (HHA).  Work readiness class, CNA/HHA training, job search/placement, job retention, supportive services and career advancement assistance.	CalWORKs participant.  Minimum 5th-6th grade reading level, 4th-5th grade math level.
<b>Juma Ventures</b> 747 Front Street, Suite 200B San Francisco, CA 94111 (415) 247-6572 Fax: (415) 247-6579	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.	CalWORKs participant.  Minimum 9th grade reading and math level.  Fluency in English desired.
<b>Mission Language and Vocational School (FIT Program-Families in Transition)</b> 2929-19th Street San Francisco, CA 94110 (415) 648-5220 Fax: (415) 648-0262	Collaboration between Mission Neighborhood Centers (MNC), Families In Transition (FIT), Mission Day Care (MDC), Instituto Familiar de la Raza and MLVS. MLVS will provide vocational training in general office/clerical 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.	CalWORKs participant.  Targeted group is low-income Latino parents transitioning from public assistance.  Open to all levels of reading and math.
<b>Morrisania West, Inc.</b> 205-13th Street, Suite 300 San Francisco, CA 94103 (415) 552-4560 Fax: (415) 552-4137	Custodial/janitorial training. Certificate program at City College (108 hours).  In conjunction with Janitorial Union Local 87 SEIU will recruit, train, provide work readiness workshops and conduct job placement.	CalWORKs participant.  Open to all levels of reading and math.
<b>Northern California Service League</b> 28 Boardman Place San Francisco, CA 94103 (415) 863-2323 Fax: (415) 863-1882	Work readiness training.  Job search, job placement services, job retention and supportive services.	CalWORKs participant.  Preference for ex-offenders and non-custodial parents.  Open to all levels of reading and math. Fluency in English desired.
<b>The Family School</b> 548 Fillmore Street San Francisco, CA 94117 (415) 554-0425 Fax: (415) 554-0440	Work readiness training.  Job search, job placement services, job retention and supportive services.	CalWORKs participant.  Open to all levels of reading and math.  Fluency in English desired.
<b>Toolworks, Inc.</b> 1119 Market Street, Suite 200 San Francisco, CA 94103 (415) 621-8665 Fax: (415) 621-8943	Custodial/janitorial training. Training is directed primarily to individuals with disabilities. Certificate program at City College (108 hours) and 6-week paid internship at Toolworks.  Job placement, retention and supportive services.	CalWORKs participant.  Open to all levels of reading and math.



SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
<b>Visitation Valley Jobs, Education &amp; Training</b> 333 Schwerin Street San Francisco, CA 94134 (415) 239-2866 Fax: (415) 239-8146	Work readiness training. Job search, job placement services, job retention and supportive services.	CalWORKs participant. Open to all levels of reading and math.
<b>Young Community Developers</b> 1715 Yosemite Avenue San Francisco, CA 94124 (415) 822-3491 Fax: (415) 822-4958	Work readiness training. Job search and job placement services. Job retention and supportive services.	CalWORKs participant. Minimum 7th grade reading and math level. Fluency in English desired.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

CalWORKs WORK READINESS INDIVIDUAL REFERRAL SUBCONTRACT

PART I - PARTICIPANT INFORMATION

Name: \_\_\_\_\_ Social Security No.: \_\_\_\_\_  
Address: \_\_\_\_\_ Telephone Number: \_\_\_\_\_  
\_\_\_\_\_ Component Code #: \_\_\_\_\_  
Subcontract Period: From: \_\_\_\_\_  
To: \_\_\_\_\_

PART II - SERVICE PROVIDER PROGRAM DESIGN

\_\_\_\_\_, hereafter referred to as the Subcontractor, will operate a Work Readiness, Job Placement and Job Retention (WR/JP/JR) 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.

Participant Name	SSN	Program/Service Provider	Employment Specialist	Phone #	Fax #	Worker #
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Attendance Report (time period for reporting: 15<sup>th</sup> of month to 15<sup>th</sup> 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. 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.

Activity 15 <sup>th</sup> to 15 <sup>th</sup>	Week of							Week of							Week of							Signature of Instructor/ Supervisor						
	M	T	W	T	F	S	*	M	T	W	T	F	S	*	M	T	W	T	F	S	*							

### Progress Report

Instructor or program/activity supervisor completes this section.

	Satisfactory	Unsatisfactory	Comments
Grasp of program content			
Work/study habits			
Personal interaction skills			
Life management skills			
Attendance			

### Process instructions

Service provider is responsible for completing form and returning to DHS by the 20<sup>th</sup> of month. Return to A3X0, Department of Human Services, 170 Old 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, feed back, 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 DHS standard, comment would be entered here.





 <p><b>National Council on Disability</b> National Council on Disability National Council on Disability National Council on Disability</p>	Arriba Juntos*	Asian Neighborhood Design*	Bay Area Video Coalition	Career Resources Devel. Center	Catholic Charities - REAP*	Cent for Empl. & Training (CET)*	City College	Community Educational Services	Dept. of Human Services*	Ella Hitt Hutch	Express To Success Center*	Episcopal Community Services	Families in Transition*	Family School*	Family Service Agency*	Glendale Memorial Church*	Goodwill Industries*	Haight Ashbury Food Program	RAM Cares*	International Institute of SF	Jewish Vocational Service*	Job Network*	Korean Center, Inc.	Morristania West*	Mission Language (MLVSP-IT)*	No. CA Service League*	Renaissance Entrepreneurship	Renaissance Parents	SF Housing Authority	SF Vocational Services	SF Works*	Swords to Plowshares for Veterans	Toolworks*	Visitation Valley (VJET)*	Walden House*	Women's Initiative for Self-Emplo.	Young Community Developers*
Job Readiness	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Job Placement	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Job Retention	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Work Experience	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Un-Paid Work Experience	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Supported Employment																																					
Work Study																																					
On-The-Job Training	X	X				X	X																														
Vocational Apprenticeship	X	X				X	X																														
State Admin Job Retention	X	X				X	X																														
Disabled Persons Only	X	X				X	X																														
Language Capacity	X	X				X	X																														
Caninecat					X																																
Spanish	X				X	X	X																														
Russian					X	X	X																														
Vietnamese					X	X	X																														
Tigolic					X	X	X																														
Cambodian					X	X	X																														
Korean					X	X	X																														
American Sign Language					X	X	X																														

\*\* 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



**Matrix of  
CalWORKS  
Services by  
Residence**

**Matrix of  
California  
Services by  
Region**

	Arriba Juntos*	Asian Neighborhood Design*	Bay Area Video Coalition	Career Resources Devel. Center	Catholic Charities - REAP*	Ctr for Empl. & Training CBT*	City College	Community Educational Services	Dept. of Human Services*	Elia Hill Hutch	Express To Success Center*	Episcopal Community Services	Family School*	Family Service Agency*	Gracie Memorial Church*	Goodwill Industries*	Haight Ashbury Food Program	UAM Cares*	International Institute of SF	Jewish Vocational Service*	Job Network*	Korean Center, Inc.	Morristania West*	Mission Language (MLVS / FET)*	No. CA Service League*	Renaissance Entrepreneurship	Renaissance Parents	SF Housing Authority	SF Vocational Services	SF Works*	Swords to Plowshares	Toolworks*	Visitation Valley (VVIET)*	Walden House*	Women's Initiative for Self-Empl.*	Young Community Developers*
Adult Basic Ed		X				X	X									X																				
Accounting						X	X																													
Automotive							X																													
Carpentry		X					X						X																							
Child Care/Development	X						X																													
Cert. Nursing Asst.							X																													
Clerical/Office Skills							X																													
Computer/Office Skills							X																													
Computer Repair							X																													
Construction Trades		X					X																													
Culinary Arts							X																													
Custodial/Building Maint.							X																													
ESL and VBSL							X																													
Financial/Bank Teller							X																													
Food Service							X																													
GED							X																													
Health Care	X						X																													
Home Health Aide	X						X																													
Hospitality/Hotel							X																													
Legal/Paralegal							X																													
Medical/Clinical Assistant			X																																	
Multi-Media																																				
Nutrition Assistant							X																													
Retail/Customer Service																																				
Self-Employment							X																													
Warehouse/Shipping							X																													

Bold \* means services  
specifically for CalWORKS



