

# Division of Public Assistance



## Employer-Based Training Guide



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# INTRODUCTION

## OVERVIEW OF THE PROGRAMS

Employer-based training programs were designed to create employment opportunities for Temporary Assistance clients that need additional job training. These programs offer employers a cash payment in exchange for hiring and training DPA clients. Providing financial incentive encourages employers to:

1. Hire and train Temporary Assistance clients that need more job skills
2. Creates job openings in locations with limited employment
3. Select DPA clients over other candidates.

Employer-Based Training options are designed to provide clients with the opportunity to learn the specific skills, knowledge and abilities necessary to be successful in a specific job. DPA offers two employer-based training programs:

- On the Job Training
- Train to Hire

**On the Job Training (OJT)** is subsidized employment that features work-place training to perform a specific job. Participants become employees of the employer and receive training targeted to doing their job. The Division of Public Assistance (DPA) finances a portion of their wage or salary to offset the costs to the employer of training the client. The employer is expected to hire the client as an unsubsidized employee after the end of the contract

**Train to Hire** is short-term training conducted by an employer for positions that will be filled with the candidates that successfully complete the training. Unlike OJT, the trainee is not considered an employee. DPA negotiates with the employer to cover some, or all, of the training costs.

# USE OF THIS GUIDE

This guide helps job developers and case managers establish and oversee successful employer-based training opportunities. It describes the features of each program, how to set them up, and the role of job developers and case managers.

This guide gives case managers and job developers the guidelines needed to:

- Develop employer-based training positions
- Set up **OJT positions** and **Train to Hire** contracts
- Recruit, screen, and place Temporary Assistance recipients into a selected training position
- Monitor trainee performance
- Set up reimbursements to employers for costs associated with training Temporary Assistance clients
- Complete all the paperwork and forms

The guide describes the objectives, key features and employer incentives for each option, and provides the information needed to develop individual training plans.

# ON THE JOB TRAINING

## CHAPTER ONE: PURPOSE, OUTCOMES AND MEASURES

### 1.1 PURPOSE OF THE PROGRAM

**On the Job Training** (OJT) is designed to create job opportunities for Temporary Assistance clients by subsidizing employers to hire and train them for permanent employment. The OJT payment reimburses the employer for the costs associated with training a new employee. OJT provides an individualized training opportunity designed to meet the employer's specifications. The participant gains the skills, knowledge and abilities essential to perform the specific job and becomes a permanent, unsubsidized, paid employee after satisfactorily completing the training.

(Note: Partner agencies, such as the Department of Labor and Workforce Development Job Training and Work Readiness Unit and the Division of Vocational Rehabilitation can also fund OJT for Temporary Assistance clients. Programs offered by partner agencies should be explored when the employer's training needs cannot be satisfied by DPA training options).

### 1.2 OUTCOME FOR OJT

Temporary Assistance participants in an OJT contract become full-time employees in unsubsidized jobs that results in closing their TA case.

### 1.3 PERFORMANCE MEASURES

Use of the OJT program by service providers is optional. DPA makes available OJT funding to give contractors a tool for obtaining job-based training and employment for TA clients, but specific performance standards have not been assign to contractors.

These performance measures are used to evaluate the program on a statewide basis:

- Number of TA clients placed in an OJT position.
- Percent of OJT contracts that end in a positive closure.
- Number of TA placements that result in unsubsidized employment.
- Number of OJT participants whose TA case closes with earnings.

## CHAPTER TWO PROGRAM POLICES

The following policies govern the use of the OJT program:

### 2.1 ELIGIBLE EMPLOYERS

**Private sector businesses, non-profits organizations and non-government employers are eligible to participate in the program.** School districts, local governments and tribal government entities are not eligible to participate. The employer must have a Federal Employer Identification Number (FEIN) and a current Alaska business license.

### 2.2 TERMS AND CONDITIONS OF EMPLOYMENT

A Temporary Assistance client employed under in an OJT position is to be considered a regular employee. The working conditions, wages, and required federal and state benefits in OJT positions must be equal to those provided to a regular employee employed a similar length of time and doing the same type of work.

Employers must meet the following terms and conditions of employment for OJT contracts:

1. Provide the employee with training as described in the Worksite Agreement to the degree necessary for the participant to perform their duties. Endeavor to provide both job skills and positive workplace behavior.
2. Agree to make a good faith effort to retain the employee at the end of the OJT contract.
3. Pay clients a wage at least equal to the Alaska minimum wage (currently \$7.15 per hour).
4. Do not displace current employees nor reduce their non-overtime hours by using an OJT position.
5. Pay all participants the wage paid for similar jobs in the same labor market, with appropriate adjustments for experience and training.

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6. Provide sick leave, holiday and vacation absences in conformity to the employer's rules for similar employees. Provide all benefits to the OJT employee that are provided to other employees without regard to their OJT status.
7. Consider the participants to be full-time employees of the employer who shall be entitled to the benefits required by state or federal law.
8. Provide Worker's Compensation insurance that meets Alaska law for each participant.
9. Withhold and pay, in accordance with state and federal law, all required deductions including federal income tax, social security tax and unemployment insurance tax, from the participants' wages.
10. Maintain health, safety and working conditions at or above levels generally acceptable in the industry and at no less than comparable jobs of the employer.
11. Maintain fiscal and other employer records pertinent to the Job Start agreement. The employer shall provide the Department access to all such records. All such records shall be retained and accessible for three years following final payments.
12. Maintain all records of the participant as confidential.

### 2.3 DURATION OF THE CONTRACTS

1. The duration of initial OJT contracts cannot be less than 12 weeks nor more than 26 weeks (six months or 1040 training hours). In cases where a longer OJT contract would be in the best interest of the client, the case manager may request an extension of up to three months from the Work Services Program Officer.
2. Positions of less than **three** months will not be approved.
3. Extensions beyond the initial six months can be authorized by the case manager with the prior approval of the Work Services Program Officer (See Amending OJT Positions). OJT positions can be amended if it is in the best interest of the client to extend the position. An extension cannot exceed three months.
4. Full-time employees must work a minimum of 35 hours per week, but not more than 40 hours per week. Whenever possible, employers should be encouraged to schedule 40 hours of work per week to allow clients the opportunity to earn as much as possible.



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5. Part-time employment is allowed under the OJT. Part-time employees must work **a minimum of 20 hours per week.**
6. Clients working part time should be assigned additional work activities so they can meet their 40-hour per week requirement.
7. OJT can continue for the full period of the original contract even after the trainee's Temporary Assistance case has closed. On occasion, a TA client will earn enough on the OJT or other changes in the household will occur which will cause the client to become ineligible for Temporary Assistance. In these situations, the OJT contract can be continued until the original end date of the contract. An OJT contract will not be extended past the original end of the contract for a client whose TA case is closed.
8. If the OJT position becomes vacant through no fault of the employer, the employer may request another client to fill the vacancy. Employers must submit a new Agreement, since the Agreement must be signed by a different client.
9. Employers are expected to retain clients after the end of the OJT contract.
10. The OJT subsidy to the employer for any single position may not last more than 12 months. This provides an employer with two opportunities to hire and train at least two clients for six months in a position. If the employer is not able to obtain a permanent employee within that amount of time, the position should not be subsidized further.
11. The OJT subsidy for any individual client may not last more than **9 months.** On occasion, a client may need additional time to learn a job and become productive enough to be hired permanently. However, if the client has not made enough progress to be hired as a permanent employee after nine months, case manager should seek other employment options and the employer informed the subsidy will not be continued.

### 2.4 PAYMENT TO EMPLOYERS

On-the-Job Training reimburses an employer for a portion of the cost of training a TA client. This provides an incentive to the employer to hire and train a Temporary Assistance client for a permanent job with their company or agency.

#### Program rules:

1. **The OJT reimbursement is based on 50 percent of the gross wage for the client.** For example: If the employer is paying \$8.00 per hour, DPA will

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reimburse the company \$4.00 per hour for the actual number of hours paid, up to 40 hours per week.

2. **The payment is not a set fee, but a reimbursement based on the actual wage earned to the client for the pay period.** If the client misses work and does not get paid, the employer does not get paid.
3. **Reimbursement is based on gross wages, not net wages (take-home pay) actually paid to the client.** If the gross wage is \$8.00 per hour, the payment will be based on \$4.00 per hour.
4. **Employers are not reimbursed for all wages and other wage costs, such as payroll taxes or Workers' Compensation.** OJT is not intended to pay the full costs of a new employee, but to reduce the cost to the employer of filling a position.
5. **Employers submit a copy of the client's pay slip to document the gross wages paid to the client.**
6. **Employers are not reimbursed for overtime or holiday pay.** Clients cannot be made to work overtime.

### 2.5 HOW PAYMENTS ARE MADE

The Work Services Unit processes the OJT payments to employers as a supportive service payment in the JASP system.

#### a. Centralized Job Start and OJT payments

All Job Start and OJT payments to employers are consolidated in Work Services Central Office using the process described below. This reduces the paperwork processing workload on field staff and allows better control over payments.

As case managers and job developers set up Job Start and OJT positions, the copies of all Job Start and OJT forms are faxed to the Work Services Central office within two work-days after they are completed and signed (907 465-5154). Work Services sets up the employer as a vendor and logs in the contract. Employers continue to send the Invoices to the case manager or designated local staff, who fax them to Work Services. The Work Services unit then inputs them into the JASP payment system.

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### b. How payments are made

#### CENTRALIZED JOB START AND OJT PAYMENTS

All Job Start and On-the-Job Training payments to employers are consolidated in Work Services Unit (central office in Juneau) using the process described below. This reduces the paperwork processing workload on field staff and allows better control over payments.

##### HOW PAYMENTS ARE MADE

As case managers and job developers set up Job Start and OJT positions, the copies of all Job Start and OJT forms are faxed (907 465-5154) to Policy and Program Development Work Services within two work days after they are completed. DPA Work Services sets up the employer as a vendor and logs in the contract. Employers should be instructed to continue to send the Invoices and Performance forms to the case manager or designated local staff, who review and initial the form, then fax them to Work Services who inputs them into the JASP payment system.

JOB START FORMS	OJT FORMS
Employer Application TA-21	OJT Employer Application AJCN-1001
Job Start Worksite Agreement TA-22	OJT Agreement AJCN-1002
Job Start Invoice and Performance Review TA-23	OJT Invoice and Performance Review TA-13

PROCEDURES
1. The employer completes and signs the <b>Employer Application</b> to create the Job Start/OJT position. An authorized DPA or service provider staff must approve and sign the Application prior to the start of the contract. The case manager or job developer faxes the completed form to DPA Work Services. 907 465-5154
2. DPA Work Services will obtain or ensure the employer has a vendor number in JAS and AKSAS so payments can be issued.
3. Once a client has been selected for the position, the <b>Worksite Agreement</b> is signed by the employer, the client, and the authorized DPA or services provider representative to initiate the Job Start/OJT contract. The Job Start Agreement shows the amount of the client's required take-home wage and the payment the employer will receive. The OJT Agreement gives the hourly wage and the estimated number of hours. Once the Agreement is signed by all parties, the case manager faxes the completed form to DPA Work Services.
4. DPA Work Services sets up and maintains logs of Job Start and OJT contracts and clients and updates the log as new positions are added and the client's status changes. A copy of the logs is emailed to job developers and contractors monthly.
5. Case managers and job developers will review and make any corrections to the log and submit those to DPA Work Services within 5 working days.
6. Employers submit an <b>Invoice and Performance Review</b> form to the case manager after the end of each month for payment for the previous month. The payment period is the calendar month. The case manager initials and dates the TA-23 or TA-21 form by their name line to authorize the payment, then faxes the invoice and pay stubs to DPA Work Services. Employers must enclose copies of the participant's pay stubs to show wages paid and the number of hours

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worked. Payments must be processed within 5 working days after receiving the invoice.
7. DPA Work Services processes the payments as a supportive service payment in the JASP system.

### Forms are distributed as follows:

	<u>Client</u>	<u>Case file</u>	<u>Employer</u>	<u>Work Services</u>
Employer Application	X	X	X	Fax
Worksite Agreement	X	X	X	Fax
Invoice & Performance Review	X	X	X	Fax

## 2.6 EMPLOYER TAX CREDITS

Employers can take advantage of the Work Opportunity and Welfare-to-Work Tax Credits when using OJT. Since part of the wage paid to the employer is subsidized, the employer cannot count the amount of the subsidized wage, but the hours worked can count toward the required number of hours a worker must work for the employer to qualify for the program.

Employers can get more information on the WOTC and WtW tax credits by checking the AJCN network at <http://www.jobs.state.ak.us/wotc.htm> or contacting the Department of Labor and Workforce Development coordinator at (907) 465-5953.

## 2.7 ELIGIBLE PARTICIPANTS

Clients must meet the following criteria to be selected to participate in OJT

1. Participants must be unemployed or underemployed adults and caretaker relatives who are Temporary Assistance recipients.
2. Adults in an ANI household are not eligible to participate in an OJT contract.
3. A client that has begun an OJT position can complete the contract even if they became ineligible for TA after the contract started because of changes in the household composition or income.
4. Clients must comply with the Work First approach and attempt to find unsubsidized employment prior to being placed into an OJT position.

## CHAPTER 3 THE OJT PLACEMENT PROCESS

### 3.1 DIFFERENT APPROACHES TO JOB DEVELOPMENT

The two most common approaches to using OJT to create job opportunities are to start with the employers or to start with the client. Each has different strengths and fit various labor markets differently.

1. Targeted job development (TJD) offers the best results for the client, since it searches the job that most closely fits the client's specific needs and goals.
2. TJD is the most time-intensive, since marketing is done on a one-by-one basis.
3. Broad-based marketing (BBM) is the most efficient, since it reaches as many employers as possible.
4. BBM can reach employers and open up job opportunities staff might never uncover otherwise.
5. Being unable to fill openings that result from broad-based marketing because of a lack of suitable clients can turn off employers and cost future job opportunities.

#### Comparison of Approaches

<b>Start with the Employer Broad-based Marketing</b>	<b>Start with the Client Targeted Job Development</b>
<u>Approach:</u> Recruit numerous job openings and attempt to find a client to fill them.	<u>Approach:</u> Identify suitable client, then search for an employer that best matches client's skills and goals.
Job developer recruits employers willing to use a DPA OJT contract to fill a position.	Case manager identifies good candidate that would be helped by OJT slot.
Job developer notifies case managers of OJT job listings.	Case manager describes client's job history and career goals with job developer.
Case managers search current caseload to find suitable clients that fit the OJT requirements.	Job developer attempts to identify employers that match client's profile.
Case manager screens clients to match them to employer requirements.	Job developer recruits targeted employers for an OJT position.
Case manager coordinates with job developer on referral of client to employer.	Job developer coordinates with case manager on referral of client to employer.
Job developer follows up to confirm results of referral.	Job developer follows up to confirm results of referral.

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Case manager provides retention services to ensure success of OJT.
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Case manager provides retention services to ensure success of OJT
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### THINKING INSIDE THE BOX

#### Job developer or no job developer

Offices use a variety of arrangements and staff assignments to develop jobs and fill subsidized positions. Larger DPA offices may have a job developer that markets DPA programs and coordinates with contract case managers to select clients and refer them to employers. In other locations, the case manager may carry out all the functions of promoting job openings, referring clients and completing all the OJT paperwork.

The descriptions in this manual divide tasks between “job developer” and “case manager” functions. It is the function, not the specific position that is the critical element of the program, and each office that is providing work service activities have the flexibility to organize the tasks required to conduct the OJT program that best fit the staff resources and meet customer needs.

## 3-2 EMPLOYER RECRUITMENT – “HOW TO”

Job developers conduct employer outreach to solicit job openings for DPA clients and to promote the use of OJT with employers. Job developers contact employers to market a subsidized training program, and serve as the point of contact for employers that want to set up these programs.

OJT can be used by almost all segments of the employer community except government entities and school districts.

### a. Finding potential employers

Here are several sources to use for identifying possible employers for the program:

1. **Chambers of Commerce.** Most businesses belong to the local chamber of commerce, so it is a good point of contact to meet employers and market employer-based training programs. Many local chambers have a regular newsletter they send to members, and are glad to include an article or fact sheet on OJT. A presentation at one of the regular meetings is also a good way to

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inform a large number of employers about the program. Here is a list of the chambers in Alaska: <http://www.alaskachamber.com/local.html>

2. **Research & Analysis Section**, Alaska Department of Labor and Workforce Development. R&A data includes the names and addresses of employers, sorted by number of employees and by industry. To obtain the information, go to <http://almis.labor.state.ak.us/>. Click Data Download on the red bar just below the Heading. Select "Current Economic Statistics" then continue by selecting the location, industry and number of employees you want an employer list for. If you have questions, R&A staff are happy to help you navigate the system.
- 3 To market to **not-for-profit organizations (NPOs)**, the local resource guide of service agencies can provide a valuable list of potential employers. United Way is a good source of contacts in Anchorage, Fairbanks and Juneau (See <http://www.ak.org> for a list of social service agencies.) Not all NPOs are involved in social services. The Department of Community and Economic Development business licensing is a good source of information on other NPOs. To access that list, use <http://www.dced.state.ak.us/occ/buslic.htm>. Most NPOs are found under Code 81 – Services:
  - 8131 – Religious
  - 8132 – Grant making & Giving Services
  - 8133 \_ Social Advocacy Organizations
  - 8134 – Civic & Social Organizations
- 4 Not-for-profit organizations must still meet all OJT requirements.
- 5 Other resources for identifying potential employers for training placements are the Alaska Employment Service job orders posted on Alaska's Job Bank, newspaper classified ads and other Internet job opening sites. Many employers now maintain their own web sites to post job openings. Job developers should check the Alaska Job Bank daily to spot potential training opportunities.
- 6 Case managers that do not have a job developer in their office should establish OJT opportunities on their own to create employment/training opportunities in within the area for their clients.

### **b. Employer Incentives for Using OJT**

While the financial assistance in paying for training or offsetting wages is the basic incentive for employers to participate in employers-based training programs, there are other good reasons for employers to participate:

- DPA pays up-front supportive services costs, such as work clothes, gloves, etc.

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- DPA pre-screens all prospective employees using the employer's specifications
- Possible Tax Credits for an employer who hires a DPA client
- Case managers, the employer's single-point-of-contact, provide supportive services and on-going support to help the client succeed.
- Case managers can provide transitional services when OJT leads to permanent, full-time employment and Temporary Assistance case closes

### 3.3 RECRUITING AND SCREENING CLIENTS –“HOW TO”

#### **a. Work First!**

Clients should complete job club or other initial work search activities before they are placed into an OJT slot. If possible, TA clients should be placed in an unsubsidized job before turning to OJT to obtain work.

#### **b. Selecting clients**

When filling an OJT position, the goal is to find the best candidate for the job. Clients selected for an OJT position should demonstrate the attributes to be a successful employee. This includes items such as a record of good attendance, teamwork, follow-through, etc. Clients need not have a deep work history or strong job skills, since OJT is a training program to help them develop skills for a specific job.

#### **THINK INSIDE THE BOX**

Clients with a good work history and job skills can be selected for an OJT position if the lack of jobs in their labor market are preventing them from getting a job, or if the OJT position allows the client to achieve a particular career goal that will lead to self-sufficiency.

Other sources for OJT participants:

1. Community Work Experience (CWE): Clients successfully participating in Community Work Experience can be good candidates because they have demonstrated work habits that are attractive to employers, and the non-profit organization may be able to hire the person as a paid employee in a position partially funded by DPA.
2. Working clients: OJT can be used for a TA client who is working, but has been prevented from advancing due to the lack of a better job with their current employer. OJT can also be used to help clients who are working part-time make that next step into a full-time, better-paying job. The client's skills, work history and demonstrated work habits can make them more valuable to employers.



### 3. 4 MATCHING EMPLOYERS AND CLIENTS – “HOW TO”

Making the right match between the employer and the client is the key to a successful OJT contract.

1. Job match for the employer: Getting the right employee is critical for the employer. When staff recruit new OJT employers, they must carefully collect all the employers' requirements and specifications for the position along with any helpful information about the employer. The more information case managers have about the job, the better they can match the right person to the position.
2. Job match for the client: As much as possible, case managers should match clients to positions where they have interests and aptitudes in the business of the employer, such as a job in health care, construction, visitor industry, or in the occupation, such as accounting, sales, computer support, etc. Clients are more likely to succeed and be more productive if they interested in their work. The vocational counselors at the Job Centers are an excellent resource to help clients define their interest and aptitudes.

#### **a. Posting job openings**

When job developers receive an OJT job order, they immediately notify the case managers about the job opening. Job developers provide the case managers with the details on the features of the job and give them any information about the employer they have that could help in making a successful placement. The job developer can also help complete the forms to set up the training.

#### **b. Screening**

Case managers screen and pre-qualify OJT candidates for the position per the employer's specifications. An OJT candidate screening identifies:

- Skills, knowledge and abilities of the OJT candidate
- Skill requirements of the job
- Employment goals
- Attitude and commitment to take on the assignment
- Ability to carry out the OJT assignment and meet employer's specifications

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The case manager determines the candidate's ability to succeed at the OJT position and ensures that the placement is appropriate and beneficial for both the employer and the employee.

### THINKING INSIDE THE BOX

#### **TASKS OF THE CASE MANAGER**

- Approves the OJT Agreement.
- Screens the candidate according to specifications defined by the employer.
- Verifies the client match is appropriate and refers the client to the employer.
- Ensures that any needed pre-employment assessments or tests, such as criminal background checks, drug screening, and education testing are completed before referral to the employer for an interview.
- Approves supportive services needed for the client to succeed in the OJT.
- Monitors the placement and provide retention services to the client and employer.

#### **c. Steps in Placement**

1. **Match the client's skills to job demands:** When a job opening is received, the case managers and other placement staff search their caseload to find clients that appear to meet the employer's requirements listed on the job order. Look at all the client's strengths - many employers put a higher value on the worker being dependable than on already knowing how to do the specific job.
2. **Prepare the client.** Help the client prepare for the interview for the specific employer. Make sure they have an up-to-date resume (current phone numbers and addresses). Clients should collect information on the job and on the company and rehearse interviewing skills. Clients with a history of attendance problems should not be referred until that issue is addressed.
3. **Refer to the employer:** After the final client screening is completed, staff will refer clients to the employer to be interviewed for the job. Whenever possible, several clients should be referred to the employer to give them a choice of candidates.
4. **Coordinate with the employer:** When marketing OJT, staff should make sure the employer knows that the employer selects the client and makes the final hiring decision. Get feedback from the employer after each referral. This

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information is useful for the client in future job interviews and helps clarify what the employer is looking for.

5. **Do the paperwork.** Be sure to complete and get signatures on all the forms (AJCN 1001, AJCN 1002) and fax them to the Work Services Unit.
6. **Notify the eligibility technician!** Inform the client's caseworker about the start of the OJT employment. This includes the date of employment, wage/hours, and payperiod.
7. **Provide supportive services.** When a client is hired, the case manager authorizes any supportive services they need to successfully start the training.

### THINKING INSIDE THE BOX

#### INABILITY TO COMPLETE OJT PLACEMENTS

On occasion, an employee may not successfully complete a training program due to an inability to acquire the job skills, a learning disability, substance abuse, or health reasons. Case managers should identify the reasons the employee was unable to complete the training and make appropriate referrals for any necessary follow-up assessments. Unsuccessful employees are not referred to another employer-based training program until the original impediment has been identified and addressed and the client is deemed ready to accept another assignment.

If the client was retained until the end of the OJT but then terminated, the case manager should determine if the employer had good cause for not retaining the client. If there does not appear to be good cause, future OJT opportunities with that employer are discouraged.

## CHAPTER 4 JOB RETENTION SERVICES

Employers expect employees to be at work, on time, every day. Any challenges that might prevent the client from working, such as lack of childcare or transportation, should be resolved before the client begins working. Back-up plans should be in place so the client can address issues that would cause them to be late or miss work. Participants are eligible to receive childcare assistance and supportive services while they are employed in an OJT position, including post-Temporary Assistance supportive services.

The employer should be briefed on the case manager's role and informed of the supports available to the client and the employer. Work Services staff can assist the employer to develop a training plan for the OJT which includes what job skills the client will learn and an estimated time they will spend learning each skill.

### 4.1 ENSURE THE CLIENT AND JOB ARE A GOOD MATCH

Job retention begins with job matching and placement. Research has proven that the better the job, the better the retention. The client should have:

- An interest and desire to succeed in the job that is available;
- The basic workplace behavior to maintain their OJT;
- An employment goal that will be more attainable as a result of the OJT;
- A positive attitude and commitment to take on the assignment;
- The basic ability to carry out the OJT assignment and meet employer's specifications; and
- The knowledge to deal with emergencies that cause unexpected absences, such as transportation and childcare.

The employer should have:

- An understanding of their responsibilities in the OJT;
- Able to train new staff;
- Be able to provide the level of supervision and training the client will need to follow their training plan;
- Employers that have had a previous successful experience with an OJT contract can be a good source of new OJT opportunities.

### 4.2 PREPARE THE CLIENT FOR THE JOB

1. The job developer relays any information about the job that the case manager needs to prepare the client for the job.
2. The case manager ensures the client has the items needed for the job that the employer doesn't provide – tools, gloves, clothes, etc.
3. The case manager makes sure the client understands appropriate workplace behavior.

### 4.3 SUPPORTING JOB RETENTION

Once the client starts work, the case manager maintains frequent contact with the employer and employee and provides case management services throughout the training period. The case manager assists the employer to identify and address any needs, monitors the employee's progress.

The case manager schedules on-site visits, remains alert to any signs of difficulty, and quickly addresses all issues impacting the employee's progress.

OJT should be as much like unsubsidized employment as possible to provide the client with opportunities to build work experience and develop workplace skills. However, subsidized employment is very closely monitored to support the client and the employer in a successful placement.

Case managers should:

1. Frequently contact the employer and the client to monitor how the client is doing and plan for supports to help the client succeed in the placement.
2. Be ready to coach the client in how to approach workplace problems and take supervision from the employer.

### 4.4 JOB RETENTION STRATEGIES

Keeping a job requires a person to consistently perform their job duties and to meet their employer's expectations for workplace behaviors. Attendance, punctuality and attitude are all vital to maintaining employment. OJT workers, while supported in their

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training position, are expected to practice appropriate workplace behaviors as they learn many new job skills in accordance with their training plan.

In order to maintain their OJT, clients need not only to learn what their employer expects, but lessons from the experiences they have had at work. Case managers talk with clients about noticing what works and what doesn't in performing their job duties and interacting with coworkers.

Some of the best opportunities to learn lessons come from problem solving difficulties at work—both immediate problems, and those that can be anticipated, and perhaps prevented, in the future.

Because case managers have frequent contact with clients and employers, they are in a good position to identify challenges to job retention before they jeopardize the placement.

Some problems, such as having a sick child who needs to stay home from school, or a car with a flat tire when it's time to go to work, are common. Clients should have a plan for what to do if they experience childcare or transportation difficulties when they are working.

When problem solving around workplace issues, case managers help the client to identify the problem, if the client has contributed to the problem, what solutions are available, and what they can do to avoid and/or address similar problems in the future. The employer may also be contacted to lend insight into the nature of the challenge and help identify possible solutions.

It can be beneficial for case managers to meet with the client and employer together to find the best solution when problem solving. This may result in modification of the training plan, clarification of work duties and supervision, or the identification of need for supports.

### THINKING INSIDE THE BOX

#### Coaching for Job Retention

Clients with little work history, or who have had problems keeping a job in the past, may need coaching on how to keep a job. Some basic best practices are noted below.

- Be at your work station at least 5 minutes before your shift (unless worksite rules prohibit).
- Don't leave your work station until your shift is over; this means you may be

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punching out a few minutes “late.”

- Have a positive attitude at work; smile. You don't have to like the other people you work with, just get along well enough to do your job.
- Dress for success. Notice what successful employees wear to work and follow suit.
- Learn what kind of language and humor are appropriate at your workplace. Remember, a joke that might be well received at one business might get you fired at another.
- Be professional—don't do anything at work that you wouldn't like seeing if you were a customer of the business, or say anything you wouldn't like said to you.
- Learn your job and what other workers do. Offer to help your supervisor or offer to do those tasks your supervisor doesn't seem to like.

## CHAPTER FIVE ON-THE-JOB TRAINING FORMS

The division worked in partnership with the Alaska Job Center Network (AJCN) to develop two common employer-based training forms. The purpose of these common forms is to simplify the employer application process and training agreement. In addition, the TA 13 is used for OJT training funded by DPA.

### OJT FORMS

On the Job Training Employer Application (AJCN - 1001)  
On the Job Training Agreement (AJCN - 1002)  
Employer Based Training Invoice and Performance Review  
(TA 13)

Note: AJCN forms are also available on line at:

<http://www.jobs.state.ak.us/employer.htm>.

TA - 13 is available at:

<http://dpaweb.hss.state.ak.us/e-forms/pdf/ta13.pdf>

### 5.1 ON-THE-JOB (OJT) EMPLOYER APPLICATION

The On-the-Job Training Employer Application (AJCN form 1001) is required for all participating employers. Employers that complete the application through an email or telephone contact may sign the Employer Application when negotiating the Training Agreement.

DPA Work Services maintains a registry of employers who have submitted applications. Employers already on the register are not required to complete an Employer Application. This single application and a central filing system eliminates the need for employers to complete additional Employer Applications when requesting further training referrals.



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### Employer Application Distribution

The DPA Job Developer or case manager retains the signed Employer Application and faxes a copy to:

Division of Public Assistance  
Policy and Program Development - Work Services Unit  
Attn: Employer-Based Training File  
Fax (907) 465-5154.

## 5.2 ON THE JOB TRAINING (OJT) AGREEMENT

The On the Job Training Agreement (AJCN form 1002) documents the training plan that is developed to provide participants with the specific job skills necessary to become a full-time, unsubsidized employee with the OJT employer.

The case manager, employer, and OJT candidate negotiates the training goals and timelines required for the employee to gain the needed job skills. This ensures a commitment from the new employee and promotes job ownership. It also facilitates the employer's and case manager's ability to identify the employee's transferable skills and past job history while developing the training plan.

## 5.3 EMPLOYER-BASED TRAINING INVOICE AND PERFORMANCE REVIEW

The Employer Invoice and Performance Review form (DPA form TA-13) is both the employer's monthly training reimbursement invoice and the employee's performance review.

Because OJT placements are reimbursed based on a percentage of the employee's wage, it is important to review the form with the employer and explain the need for accurate payroll records to ensure timely reimbursements.

The employer completes only the non-shaded areas on the form and mails the Employer Invoice and Performance Review form with copies of the payroll receipts/stubs to the appropriate case manager or job developer. The OJT employee's payroll receipt/stubs copies must clearly show:

- Payroll Dates, e.g. 00/00/00 to 00/00/00
- Total Hours Worked
- Gross Pay
- Regular Payment and Over Time Paid

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For prompt payments, the employer should submit the invoice and pay stubs no later than seven (7) days after the last payroll date of the month.

The Work Services Unit is responsible for establishing procedures and processes for the employer's payment verification and reimbursement through the JASP Supportive Services Payment Authorization (SSPA) and Supportive Services Invoice Verification (SSIV) screens.

The employer's reimbursement is processed within 10 days of receipt, (Please note: state procurement allows for 30 days to complete the billing transaction). The Work Services Unit contacts the employer for additional or missing information or if training reimbursement is delayed.

### **Monthly Performance Review Procedures**

The performance review is a critical tool to assist in monitoring the client's progress. The employer or their training supervisor completes the Monthly Performance Review section and mails/submits it to the case manager. The case manager faxes the form to the Work Services Unit within days working days so it can be promptly processed for payment.

## CHAPTER SIX SUPPORTIVE SERVICE & WORK ACTIVITY CODES

### 6.1 SUPPORTIVE SERVICE CODE

Use “**OJ**” (On-the-Job Training) to establish payments for OJT reimbursements.

Specific collocation and account codes have been created for OJT. These payments do not affect allocations of supportive service funds for DPA or Service Provider case managers

### 6.2 WORK ACTIVITY CODE

Use “**OJ**” (On-the-Job- Training) to report OJT placements as a work activity in the DPA Case Management System.

If the OJT is set to auto-roll, make sure to report the actual hours for the first month. The first month may be a partial month and inputting the anticipated hours for a full month could result in inaccurate reporting.

## CHAPTER SEVEN AMENDING OJT CONTRACTS

On occasion, employers and case managers may want to make a change to the terms or conditions of an OJT contract that would be to the client's advantage and would increase the amount DPA would reimburse the employer. For example, an employer may want to offer the client a pay raise or a case manager agrees that the client could benefit from additional training time to fully learn the job duties or improve their employability.

### STEPS

1. All changes to an OJT that increase the cost of the training must be approved in advance by the Work Services Program Officer.
2. Any change that extends an OJT past six months must be approved by the Work Services Coordinator.
3. Once an amendment to the training has been approved, the case manager should complete a new AJCN -1002 OJT TRAINING AGREEMENT. The case manager fully completes the new form following the same instructions used to complete the original form.
4. Indicate the items on AJCN -1002 that have been changed (new dates of employment, new wage, etc.) and mark AMENDMENT across the top of the form.
5. The employer, client and case manager must all sign the new form.
6. Give a copy of the Amendment to the employer and the client, and place a copy in the client's case file with the original OJT forms to document the changes. A copy of the amendment is submitted to the Work Services Coordinator.

## STEP-BY-STEP

### A Step-by-Step guide to setting up an OJT position.

1. Case manager identifies a client for OJT or job developer develops an employer interested in an OJT.
2. Case manager reviews the client's FSSP to identify the client's employment goals, strengths and needs for job skill training.
3. Job developer identifies and contacts potential employers to promote training opportunity. (Note: If there is no job developer available, the case manager can establish an employer based training program and complete the job developer's tasks).
4. Case manager and/or job developer helps employer complete the On-the-Job Training (OJT) Employer Application form (AJCN-1001).
5. Job developer sends AJCN – 1001 form to case manager or informs the case managers about the opening.
6. Case manager screens and refers client to employer.
7. Employer hires client and case manager approves the training position (Training positions are paid for by DPA funds, not the contractor's supportive service allocation).
8. Employer, case manager and client develop a training plan and complete the On-the-Job Training (OJT) Agreement form AJCN-1002. Copies go to employer, case manager, client, the ET and DPA Work Services.
9. (If the client is not hired, the case manager discusses reasons for not hiring with employer. Case manager also attempts to find another client that is suitable for the employer. Job developer attempts to find another OJT slot or unsubsidized job for the client).
10. Copy of AJCN -1001 and AJCN – 1002 faxed to Work Services Unit in Juneau (907 465-5154).
11. Employer submits Employer Invoice and Performance Review form (DPA form TA 13).
12. TA -13 Form and pay stubs faxed to Work Services Unit.

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13. Case manager reviews Invoice and Performance Report from employer.
14. Case manager assess progress of client and takes action if needed.
15. Case manager inputs OJT hours worked hours in CMS. Using "OJ" code.

## TRAIN TO HIRE

### OBJECTIVES

Train to Hire encourages employers to hire Temporary Assistance clients by paying part of the costs of short-term training conducted by the employer in demand occupations. The goal of Train to Hire is full-time, permanent employment for the trainees following successful completion of the training.

### FEATURES

Under this program, job developers work with an employer to set up a short-term training program to prepare Temporary Assistance clients for a specific job upon graduation. DPA contracts with the employer to arrange and develop the training, then case managers recruit and screen clients to participate in the program. DPA then reimburses the employer for the agreed-upon payment to offset training costs.

So far, the program has proven successful in the areas with larger employers and bigger Temporary Assistance caseloads. Occupations with high volume of hires, such as bank tellers and CNA's, are examples of potential Train to Hire contracts.

Train to Hire could be used in rural areas if an employer were planning to train a number of individuals (example: new or expanding business), and if there were a sufficient number of DPA clients available to participate in the training.

Summary of the features:

- Short-term training (between 1 to 12 weeks or 40 to 480 hours)
- Small group training (approximately 5 -10 participants)
- Training is designed to meet employer's needs
- Training is in a demand occupation with potential for full time employment
- Job developers and case managers collaborate to identify local area job opportunities for clients before referral and participation in training
- The trainee is not an employee of the employer providing the training
- The trainee continues to receive their TA cash benefit during the training.
- Employer demonstrates good faith commitment to hire successful trainees

### EMPLOYER INCENTIVES

By using Train to Hire, an employer can help offset some of the costs of conducting training. Working with DPA also has other advantages for the employer. Case managers screen perspective trainees to select individuals that will have the best chance to succeed in the job – including even paying for drug tests. Supportive Services can cover the costs of items the trainees need for work or training, and case managers will be available the whole time to resolve any issue that might prevent the trainee from finishing.

#### **Incentives for using Train to Hire include:**

- Meeting the demand for trained employees
- Screening and recruitment of applicants according to employer specifications
- Shared training cost with DPA
- DPA may meet a specified percentage of pre-training costs up-front
- Possible Tax Credits for employers who hire DPA trainees
- Good public relations for employers
- "Single-point-of-contact" provides ongoing case management and other supportive services throughout training
- DPA and Service Provider case managers provide trainee with transitional services when training leads to employment and TA case closure.

### JOB DEVELOPER RESPONSIBILITIES

Within their regions, DPA job developers work with employers to identify and develop training opportunities that meet the Train to Hire objectives and principles. The job developer is responsible for negotiating a training proposal with the employer.

#### **The Work services Unit must review and approve any Train to Hire proposal.**

Note: Training proposals must be reviewed and acted on within 10 working days.

#### **The job developer drafts a brief training proposal that provides, at a minimum, the following elements:**

- Name of Employer(s)
- Demand Occupation the training will address
- Number of positions to be filled
- Proposed start date and duration of training
- Employer's screening criteria (e.g., background check, TABE, drug testing)
- Up front supportive service needs if any (e.g., uniforms, tools, etc.)
- Estimated cost per trainee and description of employer's share of costs
- Demonstration of good faith commitment to hire successful candidates



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Note: Training costs are capped at \$1,800 per trainee. Following initial review and approval by the Regional Manager, the Work Services Program Officer must approve proposed training that exceeds this limit.

Upon approval of the training proposal, the job developer notifies the Regional Manager, site manager, case managers and other appropriate staff about the Train to Hire opportunity. The announcement details the employer-training program and requirements, such as drug test, criminal background check, skills, knowledge, and abilities, and availability of recruitment to clients living outside the training area.

### CASE MANAGER RESPONSIBILITIES

- Screen Train to Hire candidates to ensure clients meet minimum employer specifications
- Verify the training/job match is appropriate and ensure any tests or assessments, such as criminal background checks, drug, and education testing are completed before referral to orientation or employer interview
- Authorize supportive services to cover trainee needs, such as tools, uniforms, and textbooks and employer pre-training/enrollment requirements, such as education level and skill assessments, criminal background checks, and drug tests
- Notify clients of approval or denial of Train to Hire placement
- Do not enroll client in any training program so far in advance of the training start date that it discourages or interrupts ongoing work search activities.

### WORK SERVICES UNIT RESPONSIBILITIES

- Review and approves or disapproves Train to Hire proposals and notifies the field staff of the decision. If a proposal is disapproved, the Work Services Unit lists the reasons for the disapproval and changes needed for the proposal to meet the guidelines.
- Develop procedures for receiving, verifying, and authorizing payments
- Define program parameters (guidelines and necessary standardization)
- Provide policy guidance and support
- Provide guidance and assistance on procurement policies

### SUPPORTIVE SERVICE AND WORK ACTIVITY CODES

Use the Supportive Service code "TH" (Train to Hire) to cover training costs.

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The appropriate supportive service category and code is used for other supportive services needed to ensure participation in Train to Hire.

Use the Work Activity code "P3" (Job Skills Training) to record participation in Train to Hire

## Appendix A

# EMPLOYER TAX CREDIT

## AND

# FIDELITY BONDING PROGRAM

### EMPLOYER TAX CREDITS

Tax credits reduce employers' taxes after hiring qualified Temporary Assistance employees.

An eligible target group individual may qualify their employer for a Work Opportunity or Welfare-to-Work Tax Credit (WOTC/W2W) if the On-the-Job-Training (OJT) is less than one year in duration for WOTC or less than two years for W2W.

WOTC and W2W applications must be completed at the start of the OJT, and the paperwork must be postmarked no later than the 21<sup>st</sup> calendar day after the employee starts work.

During the OJT, only the hours worked may be counted toward meeting the WOTC or W2W eligibility criteria.

Wages paid through a federally subsidized OJT cannot be counted during the life of the OJT, but unsubsidized wages paid after the OJT contract ends and before the end of the first year of employment for WOTC, or the second year of employment for W2W may be used to determine tax credit amount.

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Employers can obtain more information about the WOTC and the W2W at these web sites:

■ WOTC & W2W Information: <http://www.labor.state.ak.us/wotc/wotc.htm>

■ Downloading WOTC & W2W forms: <http://www.jobs.state.ak.us/wotc.htm>

## FIDELITY BONDING PROGRAM

The Alaska Department of Labor and Workforce Development, Employment Security Division administers the Fidelity Bonding Program. It is designed to eliminate bonding as a barrier to employment, and alleviate employer concerns about hiring at-risk job applicants.

You can obtain more information on the Fidelity bonding Program at this web site:

[www.labor.state.ak.us/bonding/bonding.htm](http://www.labor.state.ak.us/bonding/bonding.htm)

or call the Department of Labor and Workforce Development at 907 465-5955 or 907 465 –5944.