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DPA

DIVISION OF PUBLIC ASSISTANCE

Supporting economic development to create employment opportunities for Temporary Assistance families.

Job Start Manual

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CHAPTER 1 OVERVIEW

Job Start was created so participants in Alaska's Temporary Assistance program can obtain a job and receive a paycheck rather than a welfare check. Early attachment to work and the development of knowledge and skills are the most effective means of helping people make the transition from dependence on public assistance to regular employment and self-reliance. It is the intent of the Division of Public Assistance to promote greater economic self-sufficiency among Alaskan families and workers by:

1. Enhancing the employability of Temporary Assistance families by increasing employment opportunities;
2. Invigorating the public-private workforce partnership through increasing job opportunities with private for-profit and private not-for-profit employers using public funds to subsidize wages;
3. Ensuring that program participants have opportunities to improve their work skills, job knowledge and employability, and to establish recent work histories with work site training;
4. Providing necessary support services that include transportation and childcare; and
5. Guaranteeing that participation in the Job Start Program does not result in a reduction in net income to a participant when compared with the participant's income from the Temporary Assistance program.

1-1. ECONOMIC AND HUMAN DEVELOPMENT

Job Start is an economic development program that promotes self-sufficiency for TA clients. One purpose of the program is to help employers support or expand their businesses by funding jobs. This promotes economic growth and helps to improve the local economy. Strong local economic growth, in turn, increases job opportunities for Temporary Assistance clients and reduces reliance on welfare. Job Start can be used to fill existing vacancies as well as new positions, so even more jobs are available.

Job Start targets **small employers** that would not be as likely to expand their workforce without the funding from the program. Finding the cash flow to pay for on-going costs such as an employee's wages is a big challenge to most small businesses. Job Start provides a temporary but dependable source of on-going cash that allows the business to expand its workforce so it can increase its revenues. For clients, small employers can be a more understanding worksite, which increases their odds of success.

It also targets **rural employers**. Since there are far fewer job opportunities in rural Alaska, helping employers in small communities and villages create jobs is especially important to rural families.

Job Start supports **faith-based and other not-for-profit organizations** that deliver critical services to Alaskans. Because these agencies are located throughout Alaska, they represent an important source of potential employment for TA clients. Non-profit agencies often struggle for funding, and Job Start provides money to pay for staff, while creating family-friendly worksites for TA clients all over the state.

Supporting jobs results in increased employment opportunity for Temporary Assistance clients because jobs created by Job Start must be filled by TA clients. As a result of Job Start, clients work in real jobs that help their communities grow and prosper.

1-2. ADVANTAGES OF JOB START

For the client: Job Start generates employment opportunities that would not otherwise be available for Temporary Assistance clients by providing a financial incentive to employers to hire TA clients. Instead of receiving public assistance benefits while searching for employment, the Temporary Assistance client receives a paycheck while working in a real job. This not only gives clients valuable work experience and strengthens their attachment to the labor market, it can also enhance the self-esteem that comes from receiving a salary instead of a welfare benefit.

Those months that a client receives Job Start wages instead of TA benefits do not count against the 60-month lifetime limit for TA benefits. And, the client remains eligible for TA case management and supportive services.

For the employer: Employers gain an employee at a greatly reduced cost. For a typical client, the employer may receive approximately \$900 per month in wage subsidy. This allows employers to grow their business and improve their production and profits or services to the community. Job Start requires a minimum of paperwork, and the employer selects the TA client that has been screened to match the employer's job requirements. DPA can also purchase any special tools or clothing required for the job, and works with the employer and client to make sure the job match is a success.

CHAPTER 2 PURPOSE, OUTCOMES AND MEASURES

2-1. PURPOSE:

To promote employment of Temporary Assistance clients by operating a wage subsidy program that encourages employers to hire Temporary Assistance clients to fill new or existing positions. In exchange, the Division pays employers a wage subsidy equal to the household's maximum TA benefits.

2-2. OBJECTIVES:

To increase employment opportunities for TA recipients. To assist employers to grow and maintain their workforce by offsetting their personal costs with a wage subsidy.

2-3. OUTCOMES:

TA participants become full-time employees in unsubsidized jobs that results in closing their case.

2-4. MEASURES:

1. Number of Temporary Assistance clients placed in a Job Start position.
2. Number of JS participants who complete the contract.
3. Number of JS participants who are retained by the JS employer in a full-time unsubsidized position.
4. Number of JS participants whose TA case closes with earnings.
5. Number of JS participants still employed 30 & 60 days after the end of the JS placement.
6. Number of job openings listed.

CHAPTER 3 JOB START PROGRAM RULES

3-1. FEATURES OF THE PROGRAM

1. Employers agree to hire a Temporary Assistance client. In exchange, the employer is paid the amount of the client's monthly maximum possible TA cash benefit.
2. Private sector businesses and not-for-profit organizations are eligible to participate. Job Start is intended to stimulate the economy and open up job opportunities, particularly in those areas of the state where there is limited economic activity.

3. Job Start is targeted toward but not limited to, small Alaskan businesses. Small employers make up 95% of Alaska's employers and employ over 50% of the Temporary Assistance clients that go to work.
4. For non-profit agencies, there is no limit on the number of employees they can have and still participate in Job Start.
5. Job Start is designed to help clients that need to offer an extra incentive to encourage employers to hire them – they have a spotted work history, or the employer in a tight labor market needs extra cash to finance a new job. Clients selected to participate in the program should be able to become dependable employees for full-time employment.
6. The client's income is protected- the net wages (take home pay) a participant can receive by working the full number of hours must equal or exceed the amount of TA benefits they would receive based upon their household size.
7. A participant's hourly wage must equal or exceed the Alaska minimum wage (\$7.15 per hour).
8. Months worked in a Job Start position do not count against the 60-month limit on TA benefits.
9. Employers are expected to pay all employment taxes – unemployment tax, social security tax – and Worker's Compensation insurance.
10. Participants must be in work status a minimum of 35 hours per week. (Paid holidays, sick leave and vacation leave count as work status. Clients are still expected to meet the 40-hour per week work activities requirement).
11. Job Start contracts last a minimum of 3 months and not longer than 6 months. Extensions can be granted to lengthen the contract if more time is needed to help the client and employer succeed. No Job Start position can last more than twelve months.
12. Employers are encouraged but not required to retain workers at the end of the Job Start contract.

3-2. EMPLOYERS AND CONDITIONS OF EMPLOYMENT

A. ELIGIBLE EMPLOYERS

To participate in Job Start, employers must meet the following conditions:

1. Be a private sector business or private not-for profit organization. The employer must have a Federal Employer Identification Number (FEIN)

and a current Alaska business license. It is not necessary for staff to obtain a copy of the license.

2. Agree to fill a new or vacant position with a Temporary Assistance client. Do not displace current employees nor reduce their non-overtime hours by using a Job Start position.
3. Pay all participants the wage paid for similar jobs in the same labor market, with appropriate adjustments for experience and training.
4. Pay at least the Alaska minimum wage (\$7.15 per hour), and pay all appropriate payroll taxes.
5. Provide sick leave, holiday and vacation absences in conformity to the employer's rules for similar employees.
6. Consider the participants to be full-time employees of the employer who shall be entitled to the benefits required by state or federal law.
7. Positions with fewer than 35 hours of work per week will not be approved.
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. Limit the number of Job Start participants to no more than 20 percent of the total number of the employer's employees. However, all eligible employers may have one Job Start position. Job Start positions that exceed 20 percent of the employer's workforce must receive prior approval of the Work Services Program Officer.
11. Provide the employee with a current job description and training or orientation to the degree necessary for the participant to perform their duties. Endeavor to provide positive job skill and work experience training.
12. 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.
13. 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.

14. Maintain all records of the participant as confidential.
15. Employers are not required to develop a formal training plan for clients as part of the Job Start contract.
16. Agree to comply with Child Support Services Division guidelines regarding wage garnishment for Job Start participants.

B. DURATION OF JOB START POSITIONS

1. Job Start positions are initially established for three to six months. The duration of the Job Start contract begins with the first full month of employment. For example, a six month placement begins 7-15. The contract will run for 6 months starting with the first full month (i.e. start 7-15-05 and end 1-31-06).
2. Extensions beyond six months can be authorized by the case manager and job developer with the prior approval of the Work Services Program Officer (See Amending Job Start Positions). Job Start positions can be amended if it is in the best interest of the client to extend the position. An extension cannot exceed three months. More than one extension is possible, but extensions cannot extend the contract beyond one year.
3. The subsidy to the employer for any single Job Start position may not last more than 12 months.
4. The Job Start subsidy for any individual client may not last more than 12 months.

If the Job Start position becomes vacant through no fault of the employer, the employer may request another client to fill the vacancy. Employers must submit a new Worksite Agreement, since the Agreement must be signed by a different client.

9. Employers are encouraged but are not required to retain clients after the end of the Job Start contract.
10. A Job Start can end before the end of the contract if:
 - If a client is ill/injured and will be out of work long enough to cause financial hardship
 - If the employer wants to hire the client into full time unsubsidized employment

- A client may quit a Job Start position to accept a full-time, unsubsidized job at the same or greater pay.
- A client may quit a Job Start position to accept a part-time unsubsidized job, if the new job offers realistic potential for permanent, full-time employment.
- If a Job Start position is within 45 days of ending and the client will not be hired at the end of the contract.

C. PAYMENTS TO EMPLOYERS

Employers are paid a set amount each month. Employers are not directly reimbursed for all wages and other wage costs, such as payroll taxes or Workers' Compensation. Job Start is not intended to pay the full costs of a new employee, but to reduce the total cost to the employer of filling a position.

Since Job Start is a set amount, the payment to the employer remains the same each month. If a client misses time at work which would reduce their pay but they remain employed, the employer still receives the full amount of the Job Start payment for that month, even though their costs for wages has dropped that month.

AMOUNT OF PAYMENT TO THE EMPLOYER

1. Employers are paid an amount equal to the Temporary Assistance cash benefit amount the family is eligible to receive based upon the household size.
2. In order to promote working clients, income or earnings that reduced the TA benefit amount (as long as they are still receiving a TA cash benefit) are completely disregarded when determining the wage subsidy payment to the employer. If the family's TA benefit amount was reduced because of other earnings or income, the Job Start payment is based strictly on the household size. The employer receives a payment equal to what a household that size would have received had there been no income.
3. Other reductions in the TA cash benefit amount based upon housing/utility costs are also disregarded in computing the payment to the employer.
4. For two-parent households, there is no reduction in the payment to the employer because of the seasonal reduction for two-parent households. Job Start contracts that begin during the period of

seasonal reduction use household size, not the actual TA benefit amount to establish the amount of payment to the employer. Likewise, there is no increase in the payment to the employer at the end of the two-parent seasonal reduction, since the payment disregards the seasonal reduction.

5. The amount of the payment to the employer is a set amount based upon the household's full TA benefit, not a direct reimbursement for the actual total costs of employment for that person incurred by the employer during that month (Exception: if the client worked for only a portion of the month, the payment is adjusted if it would be less than the TA benefit amount. See below). For example: Client wages are \$7.15 per hour plus 11.7% wage taxes = \$8.00 per hour x 172 hrs per month = \$1376 in cost for the employer, not counting Workers Comp. The employer would receive the amount of the TA benefit, not \$1376.
6. If a client missed work during the month through no fault of the employer, and this reduced the amount they received from the employer, the employer still receives the full payment even though the amount paid to the client was less than their TA benefit.
7. The employer must agree to pay a wage and provide a work schedule that allows the participant to earn a monthly take-home income that is equal to or exceeds their TA cash benefit amount. Employers may, but are not required to alter the work schedule to allow the client to make up for hours missed, hours, by the client at no fault of the employer.
8. Partial payments. If a client starts work or leaves the job during the month, the employer is paid for the total gross wages earned by the client during that month, or the amount of the client's TA benefit, whichever is less.

Example 1: If a client with a TA benefit of \$923 per month quits on the second workday of the month after working 16 hours, the employer receives:

Wages:	\$7.15 x 16 hrs = \$ 114.00
TA Benefit	\$ 923.00
Amount the employer receives	\$ 114.00

Example 2: A client with a TA benefit of \$821 begins after the start of the month and works three weeks that month:

Wages: $\$7.15 \times 120 \text{ hrs} = \858.00

TA Benefit $\$821.00$

Amount the employer would receive:(TA benefit) $\$821.00$

9. A client can receive their TA benefit, and start work and be paid in a Job Start position during the same month. However, any month the client receives a TA benefit counts as a month for the 60-month limit, even if they also receive a Job Start salary.
10. Employers notify the case manager or designated single point of contact within five (5) working days of terminating a client.
11. Employers can receive two Job Start payments for the same Job Start position in the same month. If a position becomes vacant but still meets the Job Start criteria, a new Worksite Agreement can be completed for another client, and the new client can begin work during the same month another client had worked in the Job Start position. The amount the employer receives would depend on whether the wages were more or less than the set monthly subsidy (See above).

HOW PAYMENTS ARE MADE

All Job Start payments to employers are consolidated in Work Services Central Office using the process described below: Copies of all Job Start forms are faxed to the Work Services Central office within two work days after they are completed (907 465-5154).

1. The employer completes and signs the **Employer Application (TA-21)** to create the Job Start position. An authorized DPA or service provider must approve and sign the Agreement prior to the start of the contract. The case manager or job developer faxes the completed form to the Work Services Unit
2. Work Services will obtain and 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 **Job Start Worksite Agreement (TA- 22)** is signed by the employer, the client, and the authorized DPA or service provider representative to initiate the Job Start contract. The Agreement shows the amount of the client's required take-home wage and the payment the employer will

receive. Once the TA-22 is signed by all parties, the case manager faxes the completed form to the Work Services Unit.

4. Employers submit a **Job Start Invoice and Performance Review (TA-23)** 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 the TA-23 to authorize the payment, and faxes the invoice and pay stubs to the Work Services Unit. Employers must enclose copies of the participant's pay stubs to show wages paid and the number of hours worked. Payments must be processed within 5 working days after receiving the invoice.
5. The Work Services Unit processes the payments as a supportive service payment in the JASP system.
6. Forms are distributed as follows:

<u>Form</u>	<u>Number</u>	<u>Client</u>	<u>Case file</u>	<u>Employer</u>	<u>Work Services</u>
Employer Application	TA-21	X	X	X	Fax
Worksite Agreement	TA-22	X	X	X	Fax
Invoice & Performance					
Review	TA-23	X	X	X	Fax

D. EMPLOYER TAX CREDITS

Employers can take advantage of the Work Opportunity and Welfare-to-Work Tax Credits when using Job Start.

Since the wage paid to the employer is subsidized, the employer cannot count 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.

3.3. PARTICIPANTS

A. ELIGIBLE PARTICIPANTS

Clients must meet the following criteria to be selected to participate in Job Start:

1. Participants must be unemployed or underemployed adults and caretaker relatives who are Temporary Assistance recipients, and have actively searched for employment immediately prior to the start of the Job Start assignment.
2. Adults in an ANI household are not eligible to participate in a Job Start contract.
3. A client that has begun a Job Start 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. Households with a reduced benefit due to a penalty are ineligible to participate in a Job Start until the penalty is lifted and all benefits restored.
5. Clients disqualified from participating in the ATAP program due to an intentional program violation are not eligible to participate in the Job Start program. Clients will be ineligible for the entire disqualification period.

B. STOPPING THE 60-MONTH CLOCK

Months the client participates in Job Start do not count toward their 60-month lifetime limit, unless they also receive a TA benefit in that same month.

C. CHANGES IN THE HOUSEHOLD

1. Job Start is structured so that the client's TA benefit amount will not change for the duration of the Job Start contract. Since they have refused cash, they are not receiving a benefit. However, clients' household situations do occasionally change over a six-month period. Clients are still required to report changes, and DPA is required to take action on those changes. Changes in the household composition neither increase or decrease the amount of Job Start payment an employer receives once the Job Start contract begins
2. If the change in household composition would cause the TA benefit to drop if the client were not in Job Start, no action will be taken for TA during the duration of the Job Start position.
3. If a change occurs that will close the TA case (child leaves the home, other parent with income joins the household, etc.), the Job Start position can be continued until the end of the contract period. No time extensions can be granted for a client who is no longer on Temporary Assistance.

4. Changes that affect the food stamp benefit amount or the Medicaid benefit must be processed following Food Stamp or Medicaid policy and procedures.

D. VOLUNTARY CASE CLOSURE

A client in a Job Start position is allowed to close their TA case prior to the end of the Job Start contract.

1. If the client closes their TA case and remains with the employer, the Job Start subsidy can be continued until the end of the original contract.
2. Once the TA case has been closed, the Job Start contract cannot be extended unless the TA case is reopened.
3. The case manager and eligibility technician should advise the client on the consequences of closing their case and assist them with post-TA services and transitional benefits if needed.

E. TWO PARENT FAMILIES

1. Since a two-parent family receives only one TA benefit and there is only one benefit available for the employer, only one parent can participate in a Job Start contract at a time.
2. If one adult in a two-parent family is working in a Job Start position, the amount of the payment to the employer is not reduced during the period when the Seasonal Reduction goes into effect.
3. If the non-Job Start parent begins working, this new income will not effect the Job Start payment to the employer, since that amount is frozen. If the new income from the non-Job Start parent is sufficient to close the case, the Job Start position may be continued until the original end date of the contract.
4. If the parent not working under the Job Start contract does not participate in required work activities, a penalty can still be imposed on the household and will take effect when cash benefits resume.

F. FOOD STAMPS

Job Start does impact the amount of Food Stamp benefits the family will receive as follows:

1. Job Start does not include a household's Food Stamp benefits in calculating the wage subsidy paid to the employer. Families can still receive their Food Stamp benefits directly while working in a Job Start position.

2. The client in a Job Start position is considered a TA recipient for purposes of Food Stamp categorical eligibility and excluded resources.
3. The income a client receives from a Job Start position is considered earnings by the Food Stamp program, since it is paid by an employer for work performed. Job Start earnings are coded "JS" on the EAIN screen which includes them for food stamps but not for TA.
4. Even though part of the wage is subsidized, the entire wage received is considered "earned income" for food stamps. This means the entire wage will be given the 20% earned income deduction. Since the client will receive no TA income, no TA income is counted in the budget. Because of this disregard, Job Start will generally have limited effect on the households food stamp benefit.

G. CHILD SUPPORT

1. Receiving Child Support

Once a participant begins a Job Start position, all child support being paid on behalf of that family should be passed directly to the family. Each month we provide CSSD a 'REFUSED CASH' TA list, which they work off to adjust for the Job Start program. Any child support received during that month will be sent to the family at the beginning of the following month.

Eligibility staff should examine the family's child support history to determine the affect on Food Stamp benefits and Medicaid. If the family has received child support, staff should anticipate how soon the family actually will start receiving the payments from CSED.

2. Wage Garnishment

Employers may be required to garnish the wages of any employee who is indebted to CSSD. When a client who owes child support begins a Job Start, only the employers contribution of the Job Start will be garnished by CSSD

The client should contact CSSD if they are subject to wage garnishment

H. NOTICE TO CLIENTS

ATAP notice **W602 – Job Start Earnings Begin** is available to notify clients placed in a Job Start position that:

1. Cash benefits will stop;
2. No further cash benefits will be received while they are in a Job Start position;

3. The months they work in Job Start do not count toward the 60-month time limit;
4. They still must report changes;
5. They are still eligible for supportive services.

Since clients are aware that they are refusing TA cash benefits to participate in Job Start, use of Notice W602 is **optional**.

I. PENALTIES AND JOB QUILTS

Households involved in Job Start are still subject to penalty provisions, even though the family is not receiving a TA cash benefit. When it is appropriate, a penalty should be imposed, even though it will not affect their TA cash benefits while in the Job Start position since they are not receiving cash. The penalty remains in place and will affect their TA benefits once the Job Start ends.

1. If a client quits a Job Start position without good cause, they not only lose their income from the employer, they also face job-quit penalties.
2. For a two-parent household, a penalty should be imposed if the parent not engaged in the Job Start position does not comply with the FSSP or in any other manner subjects the family to a penalty.
3. Any penalty imposed during the Job Start contract could reduce the household's food stamp benefits by 25%.
4. A client that quits a Job Start position or voluntarily reduces their hours without good cause is subject to the same job quit provisions as those for leaving any other job. This will cause the Temporary Assistance case to be closed.

J. ADVERSE ACTION

1. **Temporary Assistance:** Adverse action notice is not required when a client begins a Job Start position because they have agreed to refuse the cash benefit. Prior to beginning the Job Start position, the client signs the Job Start Worksite Agreement (TA 21) form certifying they refuse cash while in the Job Start position.
2. When the Job Start contract ends and the client again receives TA cash benefits, send a notice to inform the family of the change. It is not necessary to issue a notice of adverse action. Adverse notice is only required for actions to reduce, suspend or terminate assistance. Since the client was receiving \$0 TA cash benefit, the action to end Job Start and begin sending her cash is not adverse and only requires adequate notice.

3. **Food Stamps:** A timely notice of adverse action is needed if the food stamp allotment decreases.

CHAPTER 4 THE JOB START PLACEMENT PROCESS

PREFACE

A successful Job Start contract requires more steps than the usual placement process – more than marketing the program to employers, matching employers and clients and reporting work activities.

Job Start requires specialized prep work with the employer and the client before the placement and thorough follow-up when the client goes to work.

Prepare!

- The most common employer complaint about Job Start placements is that the new employee had poor attendance and/or “attitude” - they didn’t come in and they didn’t call in. Prior to sending a client to an employer, review how dependable they have been at going to work, attending job club, or keeping appointments. If they are having problems with those, do not send them to the employer without training on how to be a good employee. (Putting a client into a CWE prior to placement in Job Start can be an excellent tool for opportunity for testing their reliability for a job, especially in your own office where you can work on improving any soft skills that are lacking).
- Ready to go to work. Make sure the client has their transportation and childcare arranged, with a dependable backup plan, before sending them to the employer.
- Expectations – and penalties. Tell clients what is expected of them and what will happen if they quit a job or cause their termination without a good reason.

Explain!

- Make sure the employer has realistic expectations. Job Start pays the employer a hefty subsidy for hiring an employee that may face more challenges than a non-subsidized employee. Employers generally will make allowances for an employee if they have realistic expectations about potential problems and opportunities for success. Make sure the employer knows whom to contact, and that support is available to both the client and employer throughout the contract.

Support!

Your work starts when the client goes to work.

- Contact the employer within the first week of the contract.
- Contact the client within the first week of the contract.
- Continue frequent contacts to address any problems that could torpedo the contract.
- Provide support and services as needed.
- Recognize success.

4-1. TARGETING EMPLOYERS

Expanding businesses. One of the main goals of Job Start is to help employers create new positions. Job Start is designed to promote economic development in Alaska by providing businesses with a resource to offset the costs of labor. Job Start can be used to fill a vacant position but it cannot be used to displace a current employee. (Note: Employers who want to fill an existing vacant position may also be interested in DPA's OJT program.)

Small employers. Job Start targets employers with fewer than 50 employees. Small employers make up over 95% of Alaska's employers, and additional money has a greater impact on the small business and produces a greater incentive for job creation. Job Start is not designed to subsidize large employers that can afford to add new employees, but can be used for employers with more than 50 employees if the opening provides a beneficial employment opportunity for the client.

Rural employers. Job Start can be especially valuable to employers located in rural areas. Most of these are smaller employers, and the distance from suppliers and major markets adds an extra challenge to their success. Because jobs in rural Alaska are so limited, helping these employers expand their workforce is even more beneficial as a source of employment opportunities for TA clients.

Not-for-profit organizations (NPOs). NPOs provide valuable services to Alaskans, are located in all areas of the state and generally offer a work environment that is more nurturing and family-friendly for TA clients.

4-2. MARKETING JOB START

Job Start targets a specific segment of the private sector community- small, expanding businesses and not-for-profit organizations. Here are several sources to use for identifying possible employers for the program:

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 Job Start. Many local chambers have a regular newsletter they send to members, and are glad to include an article or fact sheet on Job Start. A presentation at one of the regular meetings is also a good way to inform a large number of employers about the program. Here is a list of the chambers in Alaska: <http://www.alaskachamber.com/local.html>

Economic Development Councils. These councils are located in Anchorage, Barrow, Nome, Glennallen, Fairbanks, Aniak, Kenai, Bethel, Wasilla, Kotzebue, Valdez, and Juneau. They promote business and economic development. They can be a source of employer information and could assist in informing employers about Job Start. For information, see <http://www.dced.state.ak.us/>

Business Licenses. The Department of Community and Economic Development web site (see above) also contains a list of business licenses for rural communities. See http://www.dced.state.ak.us/cbd/commdb/CF_BLOCK.htm

Alaska Small Business Development Centers. SBDC offices include Anchorage, Fairbanks, Juneau, Kenai Peninsula, Ketchikan, Mat-Su and Rural Outreach. These offices work closely with many small businesses and individuals who want to start a small business, reviewing business plans, teaching courses and providing technical assistance. For more information, see <http://www.aksbdc.org>.

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.

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

Not-for-profit organizations are not limited to the less than 50 employees requirement, but must still meet all other Job Start requirements.

4-3. SELECTING PARTICIPANTS

If possible, TA clients should be placed in an unsubsidized job before turning to Job Start to obtain work. Job Start is designed for TA clients that have looked for work, but have not been able to obtain a job due to a weak work record or lack of job opportunities in their area.

1. **High-risk employees:** The Job Start wage subsidy is designed to encourage employers to hire a TA client that might not be a strong a candidate for employment. Job Start pays a significant cash incentive to employers who hire Temporary Assistance Job Start clients who may need more attention from the employer to become a productive worker. Staff should discuss this with the employer and stress the support that is available to help clients become successful employees. Case managers must work closely with the employer to address any issues that come up that could hurt the client's performance.
2. **Job skills vs. the labor market:** Staff should consider a balance between the local labor market and the client's skill level when selecting appropriate clients for a Job Start job. Job Start generally is not needed to obtain a job for a skilled client in Anchorage, while Job Start could be very appropriate to create a job opportunity for that same client living in Dillingham or Haines where few jobs might be available. At the same time, Job Start could be appropriate for a client with no work experience or training who's chance of getting a job was limited, whether they lived in Anchorage or Tok.
3. **Worker traits:** 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 a Job Start position.
4. **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 funded by Job Start.

5. **Working clients:** Job Start 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. Job Start 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.
6. **Training.** Employers have no specific requirement under Job Start to develop a formal training plan for participants for the Worksite Agreement.

4-4. MATCHING EMPLOYERS AND CLIENTS

Even for clients with challenges to successful employment, the more the client possesses the aptitude and interest to perform the job, the more likely the client will become productive and be retained by the employer at the end of the subsidy. Employers will often accept clients with little or no skill in a specific occupation if the employer feels the client has the potential to be a dependable, productive employee.

- Job match for the employer: Job Start is designed to create job opportunities for TA clients. When staff recruit new Job Start employers, they must carefully collect all the employers' requirements and specifications for the position along with any helpful information about the employer.
- 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. Steps in Matching:

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. Clients need not be a perfect match for all job skills, but should have a good possibility of becoming a productive employee.
2. 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. Help the client prepare for the interview for the specific employer.

3. Coordinating with the employer. When marketing Job Start, staff should make sure the employer knows Job Start pays a wage subsidy for hiring clients because they may have challenges to becoming successful employees. Also, they, the employer, select the client and make the final hiring decision. Get feedback from the employer after each referral. This information is useful for the client in future job interviews and helps clarify what the employer is looking for.

B. Job Development

Job Start provides case managers and job developers with a valuable tool for creating job openings for a specific client.

STEPS IN JOB DEVELOPMENT

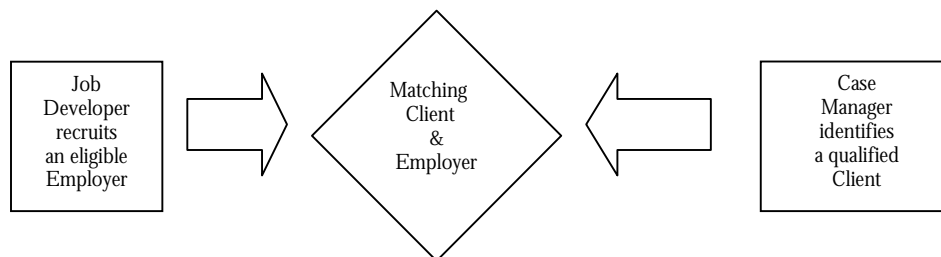
1. Identify the client that can benefit by developing a job opening specifically for them.

Examples of clients suitable for job development:

- Client has no work history but demonstrated dependability in job club, or other activities.
 - Client has a strong interest in a specific job, industry or occupation.
 - Client has good skills, but there are no current job opening calling for those skills.
2. Find employers in the community that hire workers with the client's skills, or who operate in the industry that matches the client's interest. Think outside traditional occupations – new companies may offer better jobs.
 3. Contact the employer and market the client, using Job Start as an incentive for the employer to consider to client.
 4. Prepare the client for the interview – resume, interviewing skills, and information on Job Start.
 5. Refer the client to the job and follow-up with the employer.

4-5. JOB START PLACEMENTS: ROLES AND RESPONSIBILITIES

A successful Job Start placement involves three components:



In offices with job developers and case managers, it is essential that these staff work closely to share information on job openings and clients so that clients are referred promptly to suitable openings. A specific process for filling Job Start openings should be developed jointly. Listed below are responsibilities for job developers, case managers and eligibility technicians.

Note: Staff responsibilities may vary from office to office, as different locations coordinate tasks differently between the job developers and case managers.

While individual duties are important, it is also critical that the case manager, job developer and eligibility technician work closely with each other and promptly share information.

A. Role of the Job Developer

The work of the job developer is key to the success of a Job Start placement. The job developer:

1. Markets Job Start to the employer community.
2. Recruits a specific employer to participate in the program to develop a job for a specific client or to generate Job Start positions to increase job openings in general.
3. May sign/approve the Job Start contract as the DPA representative.
4. Completes and distributes the Employer Application and Worksite Agreement forms.
5. Screens clients and employers for eligibility.

6. Coordinates with case managers on matching clients to employers/positions and to select clients for Job Start slots.
7. Refers clients to employers and tracks results.
8. Monitors placements and assists employers as needed to ensure the success of the placement.
9. May act as DPA's "single point of contact" for Job Start employers, depending on local procedures. Relays information from the employer to case manager to promote the success of the Job Start placement.
10. May authorize the monthly payment to the employer, depending on local or regional procedures.
11. May report Job Start openings and placements to the DPA Work Services Unit.
12. Requests amendments to the Job Start agreements as needed.

B. Role of the Case Manager

Case managers identify clients that could benefit from participating in Job Start, work with the job developer to ensure the client is matched to an appropriate opening and provided the supports to be successful in the position. Tasks for the case manager include:

1. Identifies clients to participate in the program.
2. Refers clients to the job developer for placement or directly to the employer, or briefs job developers on the clients, following local office procedures.
3. Selects specific clients for referral to Job Start positions. Coordinates with job developer on matching clients with employers. Case managers are expected to play an active role in placing clients into jobs.
4. Ensures clients are job ready and has addressed potential challenges such as childcare and transportation.
5. Prepares the client for the interview – resume, interviewing skills, and supportive services for the appointment if necessary.
6. Notifies the Eligibility Technician of any hire or other actions that effect eligibility. When a case manager or job developer places a client into a Job

Start contract, it is critical that they notify the ET as soon as possible that a client has begun a Job Start position.

The case manager should enter the following information in the client's file in CMS and email a copy to the ET and the Work Services Unit to update the log:

CLNO title: Job Start Begins

- a. Client name and ID number
- b. Business name
- c. Date employment begins/ends
- d. Hours of work per week
- e. Hourly rate of pay
- f. Pay schedule
- g. Date first pay will be received

CLNO title: Job Start Ends.

Enter the client's name & ID number, date JS ended and reason.

7. Provides supportive services as needed.
8. Works with the job developer and employer to structure the Job Start agreement as needed to design the best fit between job demands and client strengths.
9. May approve the Job Start contract as the DPA representative.
10. Updates the FSSP to reflect the Job Start placement.
11. Enters the Job Start employment in the Case Management System (CMS) as a work activity – code "WS".
12. Closely monitors client progress and assists client as needed. Regularly contacts the client and the employer throughout the entire Job Start contract to determine that the client is succeeding on the job.
13. Provides on-going support to the employer and the client to promote success of the placement.

14. May approve/authorize the monthly payment to the employer.

15. Assist the client to develop an exit plan before the end of the Job Start placement to transition to unsubsidized employment or find another job.

C. For offices without a Job Developer

Some offices do not have a job developer on their staff. In these offices, case managers or other staff carry out the responsibilities of the job developer described above. All offices should have staff assigned to work closely with employers to market employer-based work programs and promote the hiring of TA clients.

Staff in offices without job developers still need to carry out those tasks of marketing the program and referring clients to positions. These duties fall in line with the job placement activities that are part of the case managers functions.

D. Role of the Eligibility Technician

Job Start is unique among work services programs because the client's income is paid by the employer but partially funded by a DPA wage subsidy. A client in a Job Start position voluntarily surrenders their TA benefit and is in a "refused cash" status for TA. The Job Start income received from the employer does not count for TA, but does count as earned income for Food Stamps and medical assistance. Months spent in a Job Start position do not count against the 60-month time limit. Work services staff need to coordinate closely with eligibility staff to ensure client payment information is accurate.

FOR ETS: SETTING UP A JOB START CASE

When a case manager or job developer places a client into a Job Start contract, it is critical that they notify the eligibility technician immediately via email that a client has begun a Job Start position. The case manager provides the ET with the information listed below:

- Client name and ID number
- Employer's name and telephone number
- Date employment begins
- Hours of work per week
- Hourly rate of pay

- Pay schedule
 - Date first pay will be received
1. Information from the case manager or job developer is acceptable verification and no further verification is required.
 2. The Eligibility Technician will remove the Temporary Assistance income from the UNIN screen in the benefit month the Job Start earnings are expected to be received. If the family will receive child support payments while the Temporary Assistance case is in “refused cash” status, the income counts as unearned income for the Foods Stamp program. Enter child support income using the code “CH”. While the Temporary Assistance case is in “Refused Cash” status, the family will receive any child support CSED collects. CSED will issue any child support received for the family in the month following the first full month after the refused cash status is initiated.
 3. Enter the prospective earned income from the Job Start position on the EAIN screen using income code “**JS**”. *Note:* The first month may not be a full month’s income if the client began after the first of the month. *Note:* The client may receive both TA benefits and a Job Start wage if the job begins after the benefits for that have already been received.
 4. Roll through the GRIN, INED and TAPD. On the TAPD, place a “Y” in the “Refused Cash” field and authorize the case.
 5. Check the TABH screen to determine if the family has current pass-through payment history. If so, determine if the family can expect to receive child support payments and the estimated amount of the payments. Refer to FS MS 602-3B(3) for policy on how to calculate anticipated child support income for food stamps. Conduct a review interview with the client. Review the family’s eligibility for Temporary Assistance, Food Stamps and Medicaid.
 6. Proceed to the FSAD and authorize the food stamp allotment.
 7. Proceed to the MIBW, authorize Medicaid as appropriate. (This screen comes before the GRIN in the eligibility process on EIS).
 8. If the participant will only receive a partial month’s earned income from the Job Start position during their first month on the job, you must initialize into the following benefit month and determine Medicaid eligibility and food stamp eligibility and food stamp benefit amount based on a full month’s earned income.
 9. Notify the family of the change in Temporary Assistance and Food Stamp benefits and any changes in Medicaid eligibility. If the Food Stamp benefit is

less because of the earnings (and child support income), we must provide the household timely notice of adverse action before reducing the food stamp allotment. *Exception:* NOAA is not required if the food stamp certification period was due to end and this month was the first month of the new certification period.

Process reported changes. The family continues to be responsible for reporting required changes, and changes must be acted on for all programs. The Temporary Assistance case will remain in “refused cash” status. However, you must determine how the change affects Medicaid eligibility and food stamp eligibility and benefit level. Take necessary action and send appropriate notice. **FAMILY MEDICAID NOTE:** If the family is ineligible for Family Medicaid because of the Job Start earnings, or the combination of Job Start earnings and expected child support, determine eligibility for Transitional Medicaid. If the family is eligible for Family Medicaid based only on the Job Start earnings and subsequently begins receiving child support that causes ineligibility, no Transitional Medicaid eligibility exists. See Medical Assistance manual section 5220.

CHAPTER 5 SERVICES TO PARTICIPANTS

Job Start creates employment opportunities that can only be filled by TA clients. Obtaining a job can create a need for client services that must be addressed if the client and the program are to succeed.

5-1. Job Retention

Close monitoring and prompt action by the case manager is the single most critical service in helping clients to succeed in their Job Start position. Poor attendance is the primary cause for clients losing their job, and poor attendance can be caused by break-downs in childcare arrangements and/or transportation. **Case managers must contact the client and employer during the first week of the contract** and remain in close contact with the client and the employer to quickly spot a potential issue and help the client address the challenge.

5-2. Job-specific Supportive Services.

If a Job Start position requires special tools, clothing or other items to perform the work, the case manager works with the employer to determine what job-related items the client needs that the employer does not provide and uses the appropriate supportive service to help the client obtain them.

5-3. Transportation.

The case manager determines if the client has dependable transportation to get to and from work. If not, the case manager helps the client problem-solve ways to secure transportation and provides support as needed.

5-4. Childcare.

The case manager helps the client to develop their childcare arrangements and obtain suitable childcare assistance.

5-5. Gaps in income.

Clients may face a gap in income between the time they receive their last TA benefit and their first paycheck from the employer. As much as possible, case managers should help clients budget and plan for any delay that may occur. If the delay will prevent the client from taking the job, the case manager can help the family with work-related expenses, such as gas vouchers, start-up costs, etc.

5-6. Pay reductions due to missed work.

If the client misses work with good cause (illness or caring for sick child with no paid sick leave, etc.) that will trigger the wages to drop below the set TA benefit/net wage amount, the case manager can use supportive services to cover work related expenses (see above). This should not be used if the reduction in wages was due to the client missing work without good cause.

5-7. Exit strategy.

Before the start of the last month of the contract, the case manager should determine if the employer plans to retain the client. If the employer decides to hire the client into an unsubsidized job at the end of the Job Start contract, the case manager should notify the ET and determine if the wage will close the TA case. If so, the case manager provides post-TA services to help the client transition to self-sufficiency.

If the contract will not be extended and client will not be retained, the case manager works with the client to update the FSSP and develop plans and activities to find another job using the new work experience and job skills.

All information must be shared between the case manager, job developer and eligibility technician so eligibility action can be taken on the case, the case manager can help the client find a new job and the job developer can close the Job Start contract.

CHAPTER 6 JOB START FORMS

The forms used for the Job Start program have been kept simple to reduce the paperwork burden on employers and staff. The forms are similar to those used for the On-the-Job-Training (OJT) program so staff would be familiar with completing the forms.

6-1. Job Start Employer Application Form (TA-21)

- The Job Start Application (TA-21) is used to self-certify the employer's eligibility for Job Start. It is required for all participating employers. Employers interested in establishing a Job Start position are required to complete and sign the Employer Application. The DPA job developer or case manager may need to assist the employer complete the form. Completed forms are faxed to the Work Services Unit.
- An Employer Application must be submitted for each opening. Copies can be used for multiple openings for the same job.
- Employer Application forms are not transferable between the Job Start and OJT programs because the terms of the two programs are different. Even if an employer has previously filled out an Employer Application for the OJT program (AJCN Form 1001), they must complete a Job Start Employer Application form.
- 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

Fax: (907) 465-5154

6-2. Job Start Work Site Agreement (TA-22)

The Job Start Work Site Agreement (TA-22) describes the terms, conditions, and the protections for the client under the program, and the responsibilities of the employer and the Division of Public Assistance.

A. Approving the Agreement

The client, employer, and agency staff all must sign the agreement. The DPA job developers or the service provider case manager may sign/approve the Work Site Agreement for DPA.

- Each Job Start position must be approved in advance by DPA (or the service provider as its agent).
- A new Work Site Agreement form is needed for each new person placed in Job Start, even if the employer has been approved for Job Start previously, since the form must be signed by the new client.
- Copies of the Employer Application and the Work Site Agreement must be faxed to the DPA Work Services Unit at 907 465-5154.

B. Completing the form - Employer responsibilities:

The Employer provides the following information about the company and the position:

- **Tools, uniforms, supplies or other needs for the training:** Supportive service funds can be used to purchase items the client needs to perform the job. These are listed on the TA-22 form. The employer and job developer and/or case manager identify what tools or other items the client will need to perform the job, and who will provide them. The employer should provide any items they would normally provide for any other employee doing the same work. DPA can purchase items the employee needs to do the job that the employer does not routinely provide. This is limited to personal items such as uniforms, protective clothes, gloves, safety glasses, tap shoes, standard hand tools, scissors, etc. The program is not designed to purchase machinery, furniture, vehicles or other “big ticket” items or other items the employer would normally provide.
- Federal Employer Identification Number (EIN): All businesses that participate in Job Start must have an Employer Identification Number. The EIN is a nine-digit account number assigned to employers by the IRS for the collection and reporting of taxes withheld and wages paid to their employees. Employers can obtain an EIN through the IRS web site (<http://www.irs.gov>).
- Information on wage and hours of the position.
- Job description. The employer provides a job description for the position. Some employers prefer to attach a longer description of the job on separate pages. While the description can be brief, it should provide enough detail so that all parties are aware of the major duties of the job.

C. Completing the form - Client responsibilities

As part of completing the form, it is critical that the client read, understand and agree to the terms of the agreement.

- In exchange for a job and the opportunity to improve their employability, the client agrees to refuse their TA cash benefit. (The case manager or job developer fills in the amount of the TA benefit in the blank space provided in this section.)
- The employer agrees to provide an hourly wage and number of hours needed to give the client the opportunity to earn a take-home pay that is at least equal to their TA benefit. This does not guarantee they will be paid that amount; the client must work the hours needed to earn that income. If a client misses work, their income for that month will be lower.

After reviewing the terms, the client signs the Agreement and returns it to the job developer or case manager for completion.

D. Terms of the Employer's Agreement

Before the employer signs the Worksite Agreement form (TA-21), the job developer or case manager goes over the terms of the agreement to ensure the employer understands their responsibilities as listed on the form. It is important to ensure the employer realizes the client is paid an hourly wage and allowed to work the number of hours needed to earn a net or take home income that at least equals their TA benefit.

The total employment costs for a Job Start position will include:

1. A net wage at least equal to the TA benefit.
2. Standard employee payroll deductions - income taxes and FICA taxes.
3. Standard payroll taxes – unemployment insurance, Social Security and Medicare.
4. Workers Compensation Insurance.
5. The total cost to the employer will exceed the Job Start payment they receive by the amount of the deductions, the payroll taxes and Workers Compensation payments.

6-3. Job Start Invoice and Performance Review (TA-23)

The employer uses the Invoice and Performance Review (TA-23) as both an invoice and a report on the client's progress in the position.

- The employer completes the non-shaded areas on the form and mails it to DPA Regional Manager or designee along with the employee's payroll receipts and/or pay stubs.
- Employers submit the **Job Start Invoice and Performance Review (TA-23)** 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 the TA-23 to authorize the payment, and faxes the invoice and pay stubs to the Work Services Unit. Employers must enclose copies of the participant's pay stubs to show wages paid and the number of hours worked. Payments must be processed within 5 working days after receiving the invoice.
- The employer should submit the form no later than seven (7) days after the last payroll date in the month.
- The Work Services Unit is responsible for establishing procedures to process the payment using the JASP Supportive Services Payment Authorization (SPPA) and the Supportive Services Invoice Verification (SSIV) screens.

All Job Start payments to employers are consolidated in Work Services Central Office using the process described below: Copies of all Job Start forms are faxed to the Work Services Central office within two work days after they are completed (907 465-5154).

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

Forms are distributed as follows:

<u>Form</u>	<u>#</u>	<u>Client</u>	<u>Case file</u>	<u>Employer</u>	<u>Work Services</u>
Employer Application	TA-21	X	X	X	Fax
Worksite Agreement	TA-22	X	X	X	Fax
Invoice & Performance Review	TA-23	X	X	X	Fax

CHAPTER 7 AMENDING JOB START CONTRACTS

7-1. When to amend a contract

On occasion, employers, clients and case managers may want to make changes to the terms and conditions of a Job Start position that would increase the value of the position to the client and/or the employer.

1. In some cases an employer may need additional time for the business to become profitable enough to retain the employee without a subsidy.
2. The client needs additional time to become a productive enough for the employer to hire without a subsidy.
3. A client may not be able to obtain an unsubsidized job by the end of the Job Start contract and would return to having no work activity without the Job Start position.
4. The case manager/job developer should closely monitor Job Start placements during the last 6-8 weeks of the placement to see if an amendment will be needed to prevent the client from losing their employment or the employer from having to reduce their business activity because they cannot yet afford to employ the client with the subsidy.
5. The Job Start agreement can be amended if the case manager/job developer feels that doing so will be in the best interest of the client.

7-2. How to amend a contract

Amendments generally include extending the duration of the Job Start placement.

1. Note: extensions cannot exceed three months for any single extension and the total period of the Job Start placement cannot exceed one year.
2. The DPA Work Services Project Coordinator must approve all amendments in advance. The request for an amendment must include a copy of the amendment form a description and justification for the change.
3. If an amendment is approved, the case manager/job developer should attach a copy of the amendment to the original Job Start contract and add to the clients file.. .
4. The client, employer, and DPA representative must all agree to the changes and sign the new form.
5. A copy of the amendment is given to the client, the employer and a copy is placed in the client's case management file.
6. The case manager notifies the client's eligibility worker as soon as the amendment is approved to allow them sufficient time to take any required action on the case.
7. The case manager/job developer faxes a copy of the amended Worksite Agreement form to the Work Services Unit.

CHAPTER 8 SUPPORTIVE SERVICES AND WORK ACTIVITY CODES

8-1. Work Activity Code

Use Work Activity code “WS” (Wage Supplementation) to report the client’s time in the Job Start position.

8-2. Supportive Services Code

Use Supportive Service code “WS” (Wage Supplementation) to establish the payment to the employer using supportive service funds.

CHAPTER 9 JOB START LOG

The Policy and Program Development Work Services Unit maintains the JOB START LOG based upon information submitted by field staff and service providers.. Each Job Start position and each client that is placed in a Job Start position is entered on the log. If more than one client is placed in one position, each client is listed on the log. The log is designed to provide quick information on the progress of the program, so it is important that the logs are current and the information is complete. Key items include how many clients have been served and what the outcomes have been.

Work Services enters the new position on the log when the slot is established and update the entry when a significant change occurs. Whenever a client is hired or quits, the circumstances should be entered in the client notes. The information should be concise, but allow anyone reviewing the log to determine if the placement had a positive outcome.

SAMPLE

JOB START LOG

LOCATION:

Employer	Client Name	Client ID Number	Start	Finish	Payment	Wage	Actual End	Results
----------	-------------	------------------	-------	--------	---------	------	------------	---------