
WORKING TOWARD JOBS

*The Massachusetts
Employment and Training (ET) Choices Program*



OFFICE OF INSPECTOR GENERAL
OFFICE OF EVALUATION AND INSPECTIONS

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This technical report was prepared to describe the operation of the Massachusetts Employment and Training (ET) Choices program. This technical report is part of a larger study which was conducted to describe the operation of a sample of mature, well-regarded and comprehensive work programs for AFDC recipients and the insights of the administrators of those programs.

This report was prepared under the direction of Emilie Baebel, Chief, Public Health and Human Services Branch. This project was lead by Suzanne Murrin of that branch.

WORKING TOWARD JOBS

The Massachusetts Employment and Training (ET) Choices Program

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INSPECTOR GENERAL

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INTRODUCTION

This technical report is part of a series of profiles on the Aid to Families with Dependent Children (AFDC) work programs participating in the *Working Toward JOBS* project.

Each profile begins with a categorized description of the subject AFDC work program, which is based on mail guides submitted by the program. Appendix A includes an overview statement written by the program manager. It describes the program, its goals, philosophy and lessons learned. Appendix B is a sample of documents used to conduct the program. Each program administrator was asked to submit sample documents which they felt would be useful to States and counties developing JOBS programs.

Data collection for this study was done from April to September of 1989. The information in the overview and technical reports is based on pre-JOBS work programs for AFDC recipients. As these programs have converted to JOBS, they may have made some changes to meet JOBS legal and regulatory requirements. Where possible, we have noted the changes the program administrators anticipated at the time of our data collection.

PROGRAM PROFILE

THE STATE OF MASSACHUSETTS

Population: 5,849,000
Main industries: services, wholesale/retail trade, manufacturing
First quarter 1989 unemployment rate: 3.4 percent
Average income for a family of four: \$44,329
Number of people who are economically disadvantaged: 642,783

THE MASSACHUSETTS AFDC PROGRAM

For Fiscal Year (FY) 1988:
Total cost: \$605,700,000
Federal share: \$270,000,000 State share: \$335,700,000
AFDC cases: 84,300 (monthly average)
75 percent in urban settings, 25 percent in rural
Average age: 30 years
education level: 50 percent have a GED or high school diploma
Average number of children in grant: 2
66 percent of AFDC recipients have a child under 6
length of spell on AFDC: 25 and 1/2 months
Case closures in FY 1988: 36,115 cases (duplicated)
Case closures for clients who participated in work program (beyond registration):
8,794 (unduplicated)

THE MASSACHUSETTS AFDC WORK PROGRAM

General Background

Name: Employment and Training (ET) CHOICES

Operating Since: October 3, 1983

Program Philosophy: The underlying philosophy of ET is to give clients the education, training, and support services necessary to help them choose work over welfare. The objective of the program is to provide clients with appropriate education and training which will enable them to obtain priority jobs, leading to economic self-sufficiency and ending their welfare dependency. A key to this has been the provision of support services while in training as well as day care and medical coverage during the client's transition off welfare.

The concept of priority jobs was developed to increase the number of people placed in higher paying jobs. Higher paying jobs result in people staying employed and being self-sufficient, thereby avoiding the welfare rolls. The State Fiscal Year 1988 definition of a priority job was a full-time position, lasting more than 30 days and paying a minimum of \$6.00 per hour.

Program Administrator:

Ronald T. Newcomb
 Director
 Employment and Training Program Management
 Department of Public Welfare
 600 Washington Street
 Boston, MA 02111
 (617) 574-0203

Administrative Issues

Structure: The Massachusetts Department of Public Welfare (DPW) administers ET state-wide. Each year the DPW establishes goals that specify the number of referrals and placements each local office is responsible for achieving and the local offices develop plans to reach these goals.

The central State office obtains local office input through regular meetings. Once a month the 57 directors of the local welfare offices have a day long meeting with the State Welfare Commissioner. The local assistant directors for program also meet monthly in clusters which routinely include some detailed two-way communication about ET.

Funding: (in millions of dollars)

	Federal	State	Total
Program Funds:	17	25	42
Supportive Services:	2	33	35
Total:	19	58	77

Staff: Case managers, located in each local office, have primary responsibility for ensuring that clients are provided the program and employment information needed to participate in ET. The case manager has an ongoing relationship with the client and acts as the client's advocate. The other members of the case management team are: the ET specialist, the child support specialist, the health choices advisor

(including health insurance subsequent to employment), and the housing specialist.

The ET specialist is responsible for knowing all of the various activities available under ET and helping the client decide which activity is right for them. One ET specialist described herself as a “walking, talking phone book.” There are 166 ET specialists who spend 100 percent of their time on ET.

Success Measurements: Massachusetts monitors the effectiveness of ET by tracking the number of placements in priority jobs, AFDC savings and increased revenue to the State.

Recordkeeping: Two of the DPW’s computer systems are used to track eligibility, demographic, and ET participation and activity for all AFDC clients.

Provision of Services: Services such as education, skills training, work supplementation and job development and placement require facilities and expertise which DPW does not currently have at its disposal. The DPW contracts for these services (see “Outside Resources” below). Because DPW believes services to the poor should not be profit making, they limit ET contractors to non-profit and not-for-profit entities.

Contractors are selected by means of a competitive Request for Proposal (RFP) which is publicly advertised. A committee composed of representatives from the legal, budget, finance, audit and employment and training units convene to rate the proposals.

All contracts are performance based, with specific goals which must be met. Reimbursement is directly tied to contractor results.

The DPW directly provides case management and supportive services.

Outside Resources: Many critical services provided as part of the ET program are provided through contracts with other State and non-profit agencies which are supervised by the DPW’s ET Program Unit. The bulk of the ET program’s job search, education, and skills training services are carried out via an Inter-departmental Service Agreement (ISA) between the DPW and the Massachusetts Division of Employment Security (DES), which provides job search services through the Employment Network, and the Office of Training and Employment Policy for skills training and education through the 15 Service Delivery Areas (SDAs) and Private Industry Councils (PICs) statewide.

Additional skills training services focusing on construction and health professions are provided through a contract with the non-profit Bay State Skills Corporation (BSSC). Assisted placement services (including supported work) are provided

through contracts with community based organizations. Voucher day care services are carried out through an ISA with the Massachusetts Department of Social Services (DSS). Transition services, which are job-readiness activities focused on preparing ET participants for employment and helping them to maintain employment are provided through a contract with the BSSC. Participants may also enroll in up to two community college courses through a program operated by the State Board of Regents.

Evaluations: The ET program has performed two in house evaluations. "Evaluation of the Massachusetts Employment and Training Choices Program: Interim Findings on Participation and Outcomes, FY 1984-1985" was completed in January 1986. It describes programmatic developments, structure, client choices, participation patterns, outcomes and implications.

"An Analysis of the First 25,000 ET Placements," was completed in August 1986. This used agency records to report the demographics, wages, case closings, and overall impact of ET caused by the early placements. At the same time, a telephone survey of 808 of these placements was conducted. The survey focused on present employment, job retention, wages, medical coverage, welfare status and demographics. The analysis concluded that two-thirds of ET placements were in full-time jobs paying \$11,000 per year. Eighty-six percent of ET placements who left the caseload were still off 1 year later. During this period 67 percent of full-time placements were off welfare 1 year after employment. This has risen to 75 percent in the past 2 years.

The Urban Institute is currently conducting an evaluation of ET. Their 18 month evaluation will focus on the effectiveness of ET and what activities work best.

Abt Associates is conducting a 12 month follow-up study of FY 1986 and FY 1987 ET job placements.

Participation Issues

Participant Descriptors: Currently there are 36,219 clients registered for ET. In FY 1988, 38,100 clients participated in an ET activity. An additional 5,600 participated in assessment and career planning only.

Seventy-five percent of ET participants live in urban settings, the other 25 percent live in rural settings. Slightly over 6 percent of ET participants are under age 20; 29 percent are between 20 and 25; 21 percent are 26-29; 33 percent are in their 30s, and 11 percent are 40 or over. Thirty-nine percent have less than a high school diploma; 38 percent have a high school diploma or equivalent; and 23 percent have some post secondary education. There are usually 1-2 children in

the grant of a participant. This is slightly less than the general Massachusetts welfare population. Fifty-eight percent have children under 6 years of age.

Target Groups: The target groups are: 1) long-term recipients (defined as having a prior welfare history or on the caseload over 2 years); 2) public housing residents; 3) the Hispanic population; and 4) pregnant and parenting teens.

Contractors must demonstrate a sensitivity to and an ability to help targeted clients overcome their particular barriers to employment. Long term recipients and public housing residents have major barriers: a lack of recent work and isolation. Hispanic residents face special language and cultural barriers which must be considered an important part of any plan leading to their economic self-sufficiency.

Pregnant and parenting teens are served by a separate set of contractors who zero in on their special needs caused by an interruption in education and/or work experience.

Mandatory Activities/Sanctions: All non-exempt clients are required to register for ET, but participation is voluntary. No sanctions were applied in FY 1988.

Volunteers: All ET participants are volunteers. The DPW encourages AFDC recipients to join ET at entry and redetermination. They stress that clients will receive ET services which will result in a good job with labor market mobility. Special care is taken to assure clients that they will receive needed support services.

In addition, the DPW maintains an extensive outreach program including direct mailings (which can be targeted to special populations), posters, newsletters, brochures, and community events such as job fairs. The DPW has an in-house marketing staff which develops the marketing instruments, tests them on focus groups of AFDC recipients, and oversees their distribution. Past campaigns have featured: success stories, ET CHOICES, and Ask Barbara (the DPW commissioner). The current campaign is called "My Mom and ET." This campaign approaches welfare recipients through the one thing Massachusetts market research found them to be proud of, their children. Campaign materials include coloring books, calendars, and posters.

The ET contractors also recruit through direct media advertising.

Employment Placements: In calendar year 1988, ET was responsible for 2355 part-time or non-priority placements and 10,677 full-time, priority jobs. A total of 933 of those entering part-time employment or non-priority jobs were able to leave the welfare rolls. The 7,861 of those participants entering priority jobs had their cases closed and they remained closed at the end of FY 1988. Most placements are in the service industry, word processing or other secretarial positions, or pro-

fessional/managerial (e.g., health and social service managers). Average starting hourly wage is \$6.75. 90 percent of all placements remain employed for 30 days. 78 percent of all placements remain employed for 6 months. Approximately 25 percent of FY 1988 priority job finders did not leave or have rejoined AFDC, the primary reasons being day care and health care problems.

Program Activities

Models: Each program administrator was asked to describe two services which they consider models. The ET program administrator chose the Dimock Community Health Center and Home Health and Child Care in Brockton.

Dimock Community Health Center's skills training courses are housed in a former hospital building which is located in the heart of Boston. It is easily accessible by public transportation and provides on-site day care. All programs are conducted during school hours: 5 and 1/2 hours a day, 5 days per week. The programs offered are: Surgical Technician (43 week course), Central Supply (14 week course), Third Party Biller (16 week course), and Mental Health Counselor (22 week course). The average wages of program graduates working in these fields ranges from \$7.25-\$10.50 an hour.

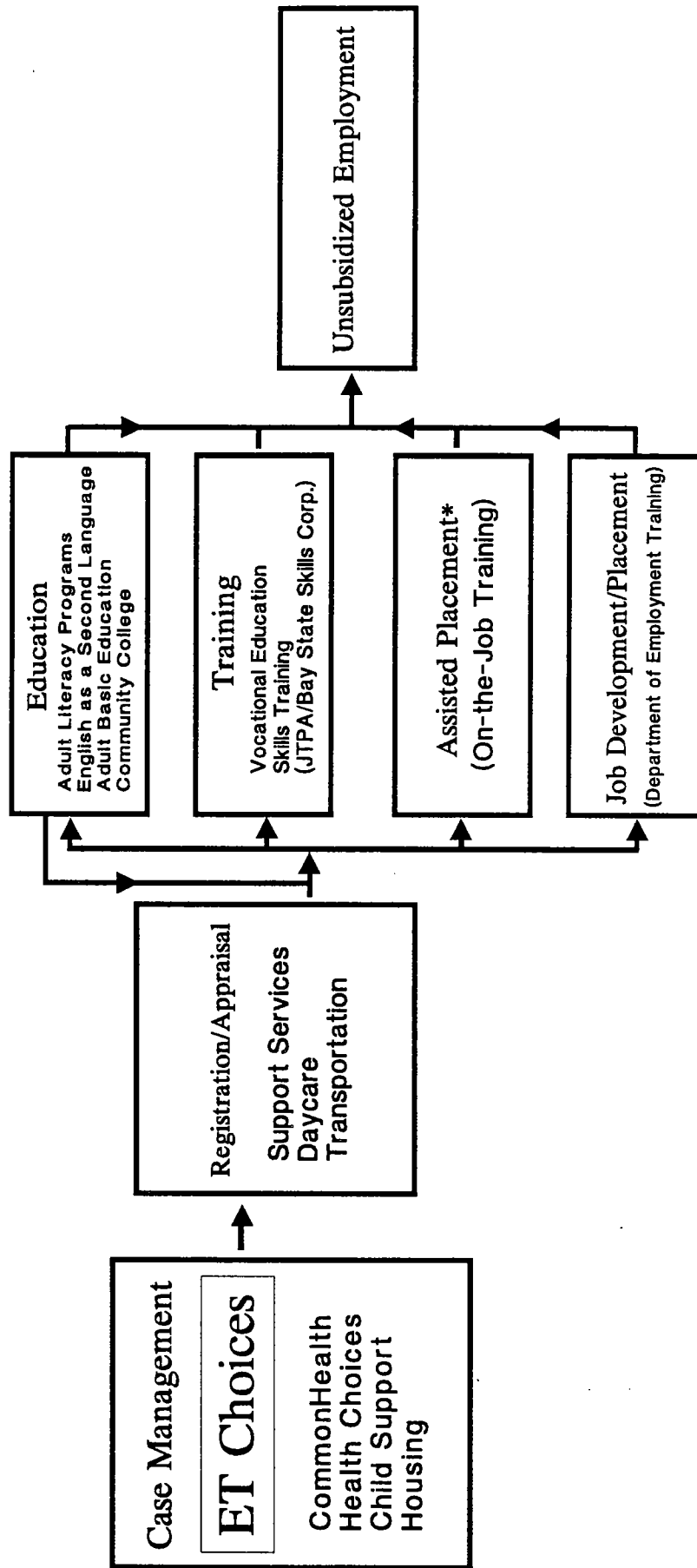
Home Health and Child Care in Brockton (HHCC) formed the "Child Care Directors Connection" - a coalition of support groups for directors of center-based programs in the Brockton area. One purpose of the group is to help generate positive publicity about child care and early childhood education. In January 1989, HHCC launched a provider recruitment campaign which included designing two billboards on main thoroughfares in Brockton and Plainville. The billboards read: "Tomorrow is in our hands: become a child care provider."

The HHCC has also provided leadership and technical assistance in establishing teen parent programs in the area. HHCC has appeared on cable several times this year to market/inform the public about their services.

Sequencing: Figure 1 shows the general sequence of activities for participants in ET.

Program Activities Listing: What follows is a description of the program activities available under ET. Cost and participation figures are for FY 1988.

ET CHOICES FLOW CHART



* Includes Grant Diversion

Orientation

Activity: Clients are oriented on the program activities and services available and their rights and responsibilities while in the program. Orientation begins with the AFDC case manager who tells the recipient what ET is, and encourages her to meet with the ET specialist. The ET specialist will tailor the orientation to the needs of the recipient, asking questions as well as providing information.

How Provided: Provided by the local office employment and training specialist. The initial orientation is conducted through oral as well as written presentations.

Participants: 43,700.

Assessment

Activity: An initial appraisal of the client's work history, educational level, barriers to employment and service needs is made. This information is primarily captured on the Family Independence Plan form. For the most part, clients who are unsure of their direction are referred to one of the State's 15 Service Delivery Areas for a more in-depth assessment of their interest, aptitude and academic achievement level. By and large clients who are directly referred to a program activity receive more program specific testing of their academic achievement level, and/or aptitude and/or interest level in order to be placed at an appropriate level.

How Provided: The initial appraisal is done at the local office level through interviews and the completion of information forms. An educational and skills assessment is carried out through interviews, completion of appropriate forms and the use of various testing instruments. If a detailed career assessment is needed the client is generally referred to a contracted service.

Participants: 43,700.

Employability Planning

Activity: The employment plan consists of an employment goal for the client, detail of incremental steps to be taken to reach stated goal, identification of any barriers to employment and support services needed.

How Provided: Developed by the client and local office worker. The employment plan is developed through interviews and the completion of appropriate forms.

Participants: 43,700.

Supportive Services

Activity: Day care: voucher day care, contracted day care, independent day care. Transportation: reimbursement up to \$10.00 per day for actual expenses.

How Provided: Voucher day care: Information and referral, provider billing and reimbursement provided by contractors. Day care services provided by licensed and registered center-based, school-age programs, and family day care providers — both independent homes and members of Family Day Care Systems.

Contracted day care: services provided by licensed and registered center-based and school age programs and Family Day Care Systems under contract with the State Department of Social Services.

Independent day care: Provided in family day care homes, by relatives, and in the home of the child.

Transportation: client may use private automobile or public transportation.

Participants: There is an average monthly caseload of 10,310 children in day care.

Anticipated Changes: Training and work related expenses will be a new service under JOBS.

Basic Education And High School Equivalency

Activity: The following services are provided: recruitment, assessment of current educational skill level, adult basic education, English as a second language, high school equivalency, group and individual counseling, information and referral, program referral and job placement.

How Provided: In FY 1988 the DPW funded basic education and high school equivalency services through four major sources: (1) direct educational contracts with community based providers; (2) direct contracts with community based providers for services for pregnant and parenting teens; (3) an interagency agreement with the State JTPA agency to contract for education and training services with the State's 15 SDAs; (4) an interagency agreement with the State community and development agency to contract for outreach and education services with the State's 20 largest public housing authorities. The ET participants also accessed education services which were not supported by ET funds through programs offered by adult education centers, regional vocational/technical schools and community colleges.

Services were delivered through a mix of services, including classroom instruction, computer assisted instruction, one-on-one tutoring, group and individual counseling, and information and referral services.

Participants: 5,800. Target groups for these services were those with limited English language proficiency, public housing residents, and pregnant and parenting teens.

Post-Secondary Education

Activity: Vouchers are provided for ET participants for whom post-secondary education is deemed an appropriate activity. The vouchers can be used to enroll in up to two introductory courses at any community or State college. Further participation in post-secondary education is not supported with ET funds. Community and State colleges are also reimbursed for the cost of necessary counseling and supportive services.

How Provided: The DPW contracts with the State Board of Regents to provide this service. The service allows ET participants to gain initial access to existing post-secondary courses of study.

Participants: 5,700. This service is targeted to those AFDC clients whose employment goal requires post-secondary level education.

Job Skills Training

Activity: Provides ET participants with the technical and professional vocational skills to qualify for targeted occupations. Job readiness, counseling, information and referral, and job development, search and placement services are normally included in job skills training programs.

How Provided: These programs are conducted through classroom instruction, hands-on training, job shadowing and job site visits. Provided through agreements with the State's JTPA system, Bay State Skills corporation, and direct ET contracts with community based providers.

Participants: 8,900. Of particular value to AFDC clients who have current educational skill levels equivalent to completion of eighth grade and have a clear occupational goal.

Placements: 3,000 priority jobs (includes a small number of participants of education services). These participants may also have received job development services before entering employment.

Job Development/Job Search/Job Placement

Activity: A full spectrum of job development, search and placement services are offered as part of the ET program. This includes: identification of job openings, job readiness, individual and group job search services, assistance with securing placement and follow-up after placement.

How Provided: To deliver this service, the State's employment service has established employment network offices, with employment network staff collocated in some local welfare offices. Services are provided through group and individual job search.

Participants: 15,500. Job placement is targeted to those clients who are job ready and who have recent work experience and strong basic skills.

Placements: 13,000.

On-the-Job Training

Activity: The ET participants receive on-the-job training (OJT) through the 15 JTPA SDAs. The program is operated under Federal JTPA guidelines.

How Provided: Training is provided, on-the-job, by employers. The arrangements for OJT are made by the State JTPA SDAs.

Participants: Slightly less than 1,000. Especially appropriate for those who are ready to work but would benefit from gaining specialized and/or technical skills.

Work Supplementation

Activity: During work supplementation, the ET participant is hired by the contractor and out-stationed for a period of 2 to 6 months to worksites (in jobs created by the contractor) in both the public and private sector.

How Provided: Provided by contractors using a supported work model. Work experience is provided by worksite companies in both the public and private sectors.

Participants: 1,100. This activity is appropriate for long-term recipients, public housing residents.

Placements: 600.

Anticipated Changes: To develop a more flexible service, the job readiness and short term training offered as part of the supported work program will be redesigned and become separate components which will permit client flow through to supported work or employment.

Post-placement (Follow-Up) Services

Activity: For the most part, clients who have been referred to an SDA or program activity or have been placed into employment are followed-up incrementally depending on the length of stay at anyone of these activities.

How Provided: DPW local office staff follow-up on client progress through telephone contacts with the client or appropriate program.

Participants: All clients receive follow-up services post-placement.

Case Management

Activity: Case managers have an ongoing relationship with their clients and provide them with introductory ET information. Case managers coordinate the activities of the other case management team members and initiate a case conference with the case management team, and the client, as appropriate.

Case managers work particularly closely with their team's ET specialist to ensure that: (1) clients are being provided the opportunity to participate in ET; (2) the necessary support services are being provided; (3) coordinated efforts are being made to identify and remove any barriers to participation, and (4) case conferences occur at appropriate points.

How Provided: This service is provided by DPW staff working together and meeting with clients.

Participants: Each AFDC recipient is assigned a case manager.

OVERVIEW STATEMENT**AN OVERVIEW OF ET CHOICES PROGRAM**

The Employment and Training (ET) Choices program began in October 1983. ET is the Governor's program of employment and training services for welfare recipients and is the cornerstone of a strategy to extend economic opportunity to every needy citizen in the Commonwealth. The ET program is based upon the philosophy that welfare recipients should have the same employment opportunities available to other people, and the conviction that they will make use of those opportunities if the necessary support services are available. Given this opportunity, welfare clients will choose work over welfare. ET is committed to providing a route out of poverty by overcoming the barriers to employment. These barriers include: illiteracy; an inability to speak English; insufficient education; a lack of marketable skills or work experience; the high cost and inadequate supply of day care; and the high cost of medical coverage. ET is successful because it offers clients a wide array of services to choose from in overcoming these barriers. These include job placement, skills training, education, career planning, supported work, day care, and transportation.

We expect at least 12,000 AFDC participants to be placed in quality jobs in FY 1990.

ET is designed to encourage participation by thousands of AFDC recipients who have diverse needs. Many of them do not need job placement assistance and find jobs on their own. This group is not counted in ET placement figures. However, certain recipient groups are likely to need help in achieving the goal of economic independence, and are therefore targeted for participation. These target groups include:

- recipients of Hispanic origin,
- public housing residents,
- pregnant and parenting teens,
- recipients who have been on the caseload 2 years or more or have a prior history of welfare assistance.

Each client who enters any component of the Employment and Training program can expect to receive a continuum of services tailored to their individual needs. They can further anticipate employment with benefits that will allow their family to break the cycle of poverty.

ET works because it addresses the barriers to employment that welfare recipients face. Some successful program initiatives include:

Improving Education Attainment

Approximately 50 percent of AFDC recipients have not finished high school. The lack of a high school diploma can be a major barrier to success in jobs with wages sufficient to support a family. In order to compete in the labor market, ET participants often need adult basic education courses and General Equivalency (GED) programs to provide them with the skills necessary for jobs that lead to economic independence.

Improving English Language Skills

Since 1983, the number of Hispanic families on AFDC has increased by over 32 percent, to 24 percent of the caseload. Lack of English language skills and low educational achievement among Hispanics severely limit the job opportunities available to them. Both English as a Second Language (ESL) and adult literacy programs provide the intensive instruction necessary to ensure Hispanic clients the opportunity to improve their English language skills.

Providing Marketable Skills

Most families who turn to public assistance do so because of a major change in family circumstances, such as divorce, separation, death, or birth of a child. Many single parents suddenly find themselves having to support their families financially for the first time. Yet, because many of them had previously remained at home to care for their children, they lack the work experience and skills necessary to compete in the job market. The problem is even more acute for individuals who have been on the caseload for long periods of time. Skills training, basic education and supported work/assisted placement programs can provide individuals with the additional skills which they need to re-enter the competitive labor market.

Providing Affordable Day Care

More than 50,000 families, or 65 percent of AFDC families, consist of a mother and her children, under the age of 6. Clearly, in order for these parents to work, day care must be available. Day care, however, is both expensive and difficult to find. Day care subsidies are one way of providing a mother with the opportunity

to enter the workforce. Voucher day care has enabled thousands of AFDC recipients, including those with very young children, to find and remain in jobs. In fact, because day care is available through ET, the voluntary participation of mothers with children under six has increased from 18 percent, when the program began, to 58 percent in FY 1988.

Improving Health Care Coverage

While on AFDC, clients receive health care services through Medicaid. One of the most serious obstacles to employment for many recipients is the prospect of losing the medical services provided by the Department. Unless a newly employed client receives health coverage through her employer, she may be faced with the difficult choice of foregoing necessary medical treatment for herself and her children, or paying large out-of-pocket medical expenses which can leave the family worse off financially than they were when receiving welfare. To help overcome this barrier, health coverage through health maintenance organizations and other managed care programs is available for up to 12 months to ET graduates who do not receive employer-sponsored health insurance.

As a result of our experience, we have initiated several management strategies which have had a significant role in the success of the ET program.

1. Local Office Accountability

Each fiscal year the Department establishes ET goals that specify the number of referrals and placements each local office is responsible for achieving. This system of local office accountability has been instrumental in motivating local office staff because it directly ties individual local office performance to the overall success of the agency in meeting its goals for ET. In FY 1986, for the first time since the ET program began, *every* local office met or exceeded its ET goals.

2. Performance-Based Contracting

With performance-based contracting, contractors must enroll and place a minimum number of clients just to recover the costs of running their programs. They receive full payment *only* if they meet negotiated job placement and performance goals. In FY 1989, the Department toughened performance standards by instituting a higher wage floor for job placements. Contractors received payment only for full-time placements whose starting wages met or exceeded the new wage floor and only after they remained on the job at least 60 days. In addition, the Department's performance-based

contracts contain provisions that give contractors incentives for placing individuals in jobs with wages that substantially exceed these floors.

Performance-based contracts ensure that resources are well spent and that program goals will be met.

3. Collaboration with Other State Agencies

The Department has agreements with several State agencies to provide services to welfare clients. Agencies participating in ET include:

- Department of Employment and Training;
- Bay State Skills Corporation;
- Department of Social Services;
- Board of Regents;
- Department of Education.

By coordinating the services provided by these and other State agencies, ET has expanded the opportunities available to welfare recipients throughout the State. Interagency agreements allow the Department to tap into the expertise of other State agencies, thereby avoiding duplication of services. In an effort to provide continuity among services, staff from the agencies are often collocated in welfare offices. This way the ET participant has better access to the full range of employment services. The Department built on this effort in FY 1989 by consolidating most job placement, training, and education activities into a single interagency agreement with the new Department of Employment and Training.

We recommend that other States consider these management strategies as they design and/or redesign their Employment and Training Programs.

SAMPLE DOCUMENTS



ONE YEAR FAMILY INDEPENDENCE PLAN

The Case Manager and client should complete this section together.

Case Name	_____
SSN	_____
Telephone	_____

Employment and Training

Specialist _____ Date _____ Time _____

Current Situation: _____

Goal: 6 months _____

12 months _____

Barriers: _____

Child Support

Specialist _____ Date _____ Time _____

Current Situation: _____

Goal: 6 months _____

12 months _____

Barriers: _____

Case Manager's Signature _____ Date _____

Health Choices

Specialist _____ Date _____ Time _____

Current Situation: _____

Goal: 6 months _____

12 months _____

Barriers: _____

Housing

Specialist _____ Date _____ Time _____

Current Situation: _____

Goal: 6 months _____

12 months _____

Barriers: _____

Case Manager's Signature _____ Date _____

Employment and Training (ET) CHOICES Program

ET can help you get the training and preparation necessary to find a job. ET is the program that can increase your income through part-time or full-time work.

ET offers you free services, which may include:
Planning for the career of your choice;

Skills training in a variety of high growth occupations, such as health care and computers;

Help in finding a good job through the Employment Network, the largest job bank in New England;

Supported work - a friendly, supportive job placement where you can earn a paycheck while learning a skill;

Has anyone in your household participated in ET before? Yes No If yes, who and when? _____
If you have recently left a job, what problems did you have that made it difficult for you to continue working? Explain: _____

Do you or the other parent in the home have a physical or a mental incapacity that reduces caretaking or employment abilities? Yes No

EMPLOYMENT AND TRAINING (ET) CHOICES ENROLLMENT

I wish to enroll in ET.

Applicant

Other Enrollee

Applicant's Signature _____

Other Enrollee's Signature _____

I have read the ET Rights and Responsibilities in my "Your Right To Know" booklet. Yes No

Enrollee Name: _____

Address: _____

City/Zip: _____

Number of children _____

Do you need help with child care? Yes No Ages of children _____

Explain: _____

Do you need help with transportation? Yes No Explain: _____

What types of jobs interest you? _____

What type of training or education interests you? _____

Case Name	_____
SSN	_____
CAN	_____

Basic education to help you earn your high school equivalency degree (we even pay the test fee!);

Other opportunities such as college and Job Training Partnership Act (JTPA) funded programs;

Help in locating and paying for child care; and

Transportation Allowance while participating.

Check here if you would like more information about ET CHOICES!

Please circle appropriate ET code: 05 06 07

ET SPECIALIST



ET BUYER'S GUIDE

What Is ET?

- ◆ ET is a job paying \$12,000 a year. That's over \$230 a week!
- ◆ ET is control over your life.
- ◆ ET is buying yourself a present.
- ◆ ET is respect.
- ◆ ET is a better life for you and your children.

ET Provides:

- ◇ childcare vouchers
- ◇ education
- ◇ job training
- ◇ job placement
- ◇ counseling
- ◇ transportation allowances

ET is short for Employment & Training CHOICES. It is a group of services sponsored by Your Department of Public Welfare that can help you learn a skill and/or find a job that pays you enough to get off Welfare.

With ET, *you* are in control. You choose which services to use, which skill to learn and what job to take.

There are four parts to the ET program: The Employment Network, Supported Work, Education and Training, and Career Planning. Depending on your needs, you may use any or all of these services. The choice is yours.

Inside

ET Questionnaire p.2

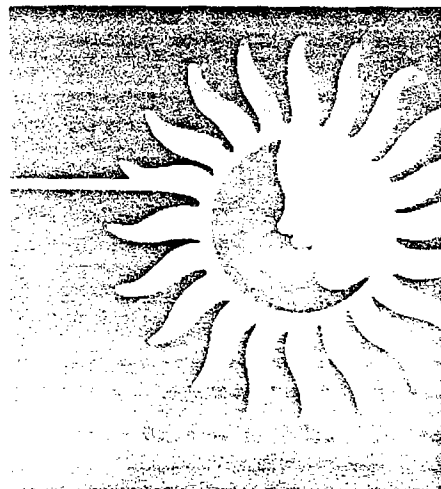
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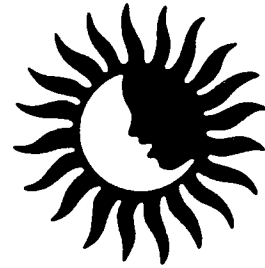
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How Can ET Help Me?

ET will help you find a job, it's that simple. *How* it will help you depends on what services and programs you need to reach your goals. *One or more* of the four free ET CHOICES is right for you: The Employment Network, Supported Work, Education and Training, Career Planning. This questionnaire will give you a good idea which of the four choices might help you most.



- I have never worked.
- I would like to do work I've done before.
- I need new skills for the job I want.
- I am ready to work today.
- I need time to get back into the work routine.
- I don't know what kind of work I want to do.
- I have the skills I need for the job I want.
- I didn't like any of the jobs I've had.
- I need my GED for the job I want.
- I'm nervous about working again.
- All I need is help finding a job.
- I want to continue my education.
- It's been a long time since I've worked.
- I'm willing to go to training for a few months.
- I know exactly what I want to do.
- I want to work, but I don't know where to start.

	A	B	C	D
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Total				

Add up the number of marked boxes for each column. Your answers will help you find out how ET can help you. *To find out what your scores mean turn to the back page.*

Over 30,000 people have been helped by ET CHOICES. Here's what some of them have to say about ET.



"I have always wanted to get into electronics, but I never finished high school so I didn't know I could do this. I'm proud of myself. I did it for my children and myself."

Carmen C.



"On Welfare, I felt trapped. It was like living in a cage. I feel great, like a new person. ET CHOICES opened the door out of the Welfare trap."

Doris L.



"I'm earning nearly three times what I got on Welfare. I have been able to move into a new apartment, take my son on a vacation, and buy a car."

Dawn L.



"I think ET is a real good program. It's like having training wheels on a bicycle; if you have any problems, they're there."

Madeline R.

ET works!

It worked for them and it can work for you.

Keep reading to find out how.

Making Plans

Here are some things you should do before you sign up for an **ET CHOICE**.

1 _____

Talk to your Caseworker. Signing up for ET is an important step. Make sure this is the right time for you to do it.

2 _____

Talk to an ET Worker. Before your appointment, make a list of questions you want to ask. Then don't be afraid to ask them! The "What About..." section in the back of this booklet can give you some ideas about things you'll want to know.

3 _____

Talk to your family. This will affect them too. You will need their support to make it work.

4 _____

Start designing your ET Action Plan. Ask your ET Worker for a copy of the ET Owner's Manual to help you get started.

5 _____

When you're sure—**GO FOR IT!**

The Choices

If you are job ready

1 The Employment Network

If you've got the skills you need for the job you want, the professionals of The Employment Network will help you get it. They are specialists with the Massachusetts Division of Employment Security and have the largest job bank in New England. They will help with your resume and give you free use of telephones and copy machines. They will also help you prepare for the work of looking for a job—including workshops on interviewing and on dressing for work.

If you have been on Welfare for 2 or more years and haven't worked for 7 years

2 Supported Work

This service places you in a job with a business or company. Your salary is initially paid by the ET CHOICES program. You receive on-the-job training and a chance to brush up on your skills while performing a job necessary to the company. After the supported work training, you will become a regular employee of the company with the same salary and benefits as their other employees.

If you want to learn a job skill

3 Education and Training

This part of ET can help you get the skills training or education you need to qualify for the kind of work you'd like to do. Businesses, schools, and the government are working together to provide valuable job training and education that match today's jobs. This includes improving your English or getting your GED. There are many, many different types of training available; your ET Worker can tell you what programs are available where you live.

If you want to discover what kind of job is right for you

4 Career Planning

Together with a career planning counselor you will find out what your talents, skills, and interests are. The counselor will help you decide what careers are right for you based on your skills and interests. With the counselor's help you will be able to put together a plan that can get you where you want to be.

What

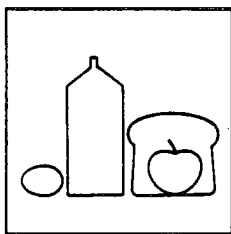
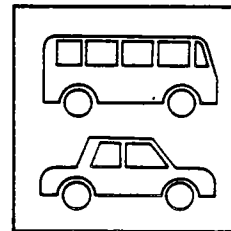
What about childcare?



Childcare services are available to *all* ET participants who need them ...Almost all of the cost is paid by ET CHOICES. A childcare counselor will help you choose the appropriate childcare option and facility from a list provided for you. All the childcare homes and centers have been approved by the Office for Children. You can even keep your child in daycare through the voucher system for one year after you get your job.

What about transportation?

ET covers the cost of transportation for you and your children in daycare, no matter which ET program you participate in.

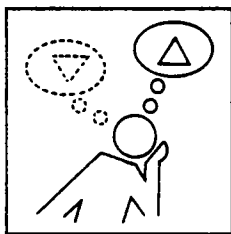
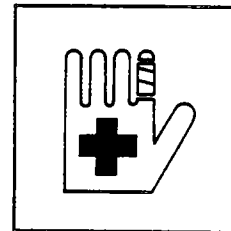


What about my grant?

Your AFDC grant and your Food Stamp allowance will not be affected by your ET participation. These benefits will not change until you start earning money.

What about Medicaid?

Your Medicaid benefits stay the same as long as you continue to receive AFDC. If you leave AFDC because of job earnings, you will continue to receive your Medicaid benefits for at least 4 months. However, if you enroll in a Health Choices program, you will receive free health care for up to 12 months.

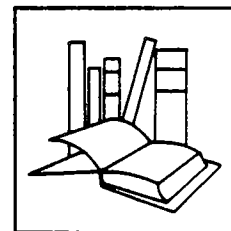


What if I make a mistake in my choice?

No problem. Remember, *you* are in control. You decide which job to take or what training program to enter. You can say "no" to an opportunity that doesn't meet your needs. ET is a "no obligation" program.

What about getting my GED?

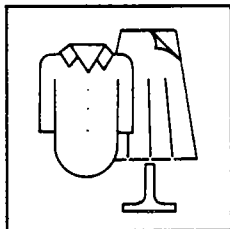
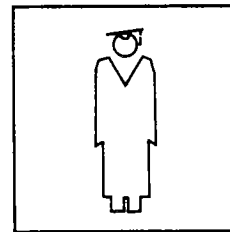
Through the Education and Training choice you can take classes to prepare for your GED, including any help you might need with reading and basic math skills. ET will also pay the GED exam fee.



About...?

What about college?

The ET CHOICES program will pay for two courses at any State or Community College in Massachusetts. This will give you a chance to see if college is for you.

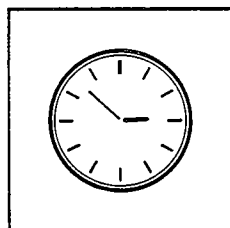
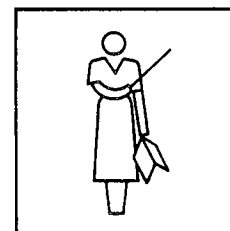


What about clothes for my new job?

When you get a job through The Employment Network you will receive a clothing bonus of \$100 so you can look your best on your new job.

Where will I get my training?

The ET program contracts for skills training at vocational schools, training institutions, and colleges all over the state. You will be among people who are interested in the same kind of work, including other ET enrollees and people who are there on their own.

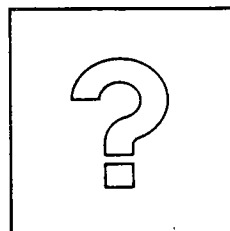
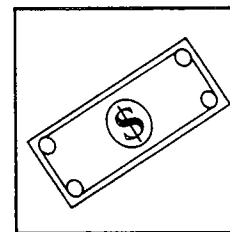


What about a time limit?

There is no time limit. Depending on the training program you select, you may be ready for a job in a few weeks, while other programs may take several months.

How much money will I earn on my new job?

The average starting salary for ET graduates is \$12,000 a year—more than twice the average AFDC grant. In addition, most of the jobs people find through ET have excellent health benefits and paid vacations.

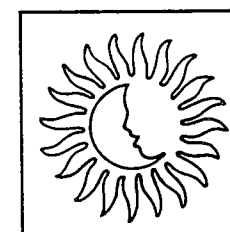


What if I have problems or questions?

Your ET Worker and your Caseworker are there to help.

Does the ET Program work?

Yes. Since it started in 1983, over 30,000 people have found jobs through ET.



If you have any other questions or are interested in registering for ET, call your local Welfare Office and make an appointment with an ET Worker.



Scoring "How Can ET Help Me?" on page 2

What your score means:

If your highest score is for:

A

You are ready for The Employment Network. You just need some help learning about job openings and how to be the one employers hire.

B

You are probably best suited for the Supported Work choice. Supported Work will help you ease back into the work routine without the pressures that come with starting a new job.

C

Your starting point will probably be Education and Training, where you can get the skills and/or education you need to fulfill your goals.

D

Your most immediate need is for Career Planning. Your counselor will help you determine what your next step is and which of the other services would give you the most assistance.

The choice that you scored highest in is *not* the only choice you might make. This is just the choice that is *likely* to help you the most, based on your answers.

This questionnaire is just to give you an idea of what ET services you can take advantage of. Your ET Worker is the person who will be able to sit down with you and go over your goals and desires in great detail.

SAVE UP TO \$2,400 FOR EACH PERSON YOU HIRE THROUGH THE TARGETED JOBS TAX CREDIT PROGRAM

Margaret, a welfare recipient, is hired by XYZ, Inc. Through her new job, Margaret becomes economically self-sufficient, and XYZ benefits in two ways — XYZ receives a qualified applicant and a \$2,400 tax credit.

A furniture company hires Michael for a summer job. Since Michael is an economically disadvantaged teenager, the company is eligible for a \$1,200 tax credit under the Targeted Jobs Tax Credit program.

What is The Targeted Jobs Tax Credit Program (TJTC)?

TJTC is a federal tax credit that you receive when you hire economically disadvantaged job applicants from targeted groups. This federally funded program, administered in Massachusetts by the Department of Employment and Training, (D.E.T.), helps bring thousands of residents into the economic mainstream each year. You can join hundreds of Massachusetts employers who tap into this hidden job market and save thousands annually.

How Much Can I Save?

The TJTC tax credit is equal to 40 percent of the employee's first year's wages up to \$6,000 or as much as a \$2,400 credit (0.40 x \$6,000) for each eligible individual you hire.

For eligible youths employed for the summer, the credit is 40 percent of the first \$3,000 in wages paid or \$1,200 maximum (0.40 x \$3,000).

You can hire qualified workers and save valuable tax dollars. There is virtually no limit to the number of TJTC candidates you can hire. One company who hired

five TJTC workers received a tax credit of \$12,000 (Your net savings will depend on your tax bracket and individual tax situation; your tax specialist can tell you more about your savings potential.)

How Can I Find Qualified Employees?

Your local D.E.T. Opportunity Job Center will help you find qualified candidates who are TJTC eligible. We take your job order and prescreen applicants to save you valuable time and ensure that applicants referred to you are qualified. Your local Opportunity Job Center also prescreens candidates to see if they are TJTC eligible and completes the majority of the application process for you. TJTC identified applicants present vouchers during their job interviews so that you will be aware of the tax benefits associated with hiring them. Just call the Opportunity Job Center nearest you to learn more about TJTC and other programs that address your employment needs. (See listing on reverse side.)

How Do I Apply for TJTC?

We have simplified the process for you. If the candidate has been referred by your local Opportunity Job Center, he or she will have a TJTC voucher; you just answer a few questions on the voucher and mail it to the Department of Employment and Training TJTC Unit *within five days after the employee's actual start date.*

You can also apply for TJTC for any new employee you hire. If you think an employee is TJTC eligible, as indicated by the list below, simply write your request on company letterhead, including the employee's name, address, social security number, and actual start date, and send it

to the TJTC Unit *on or before the day the employee starts work.* We will then send you a kit that will help you determine if the candidate is TJTC eligible. You and the employee complete the simple application process and mail it back to the TJTC Unit.

Eligible applicants include:

- *ET CHOICES* participants and recipients of Aid to Families with Dependent Children (AFDC);
- General Assistance (Welfare) recipients;
- Youth, aged 18 to 22, from economically disadvantaged families;
- Youth, aged 16 to 19, who are economically disadvantaged and participating in an approved cooperative education program;
- Vietnam-era veterans who are economically disadvantaged;
- Handicapped individuals referred by state vocational rehabilitation services or the Veterans Administration;
- Certain ex-offenders;
- Supplemental Security Income (SSI) recipients;
- Economically disadvantaged summer youth, 16 to 17 years of age.

Once we have your application, we verify the candidate's eligibility, and you will receive notice of certification within two weeks.

To obtain your tax credit, you file an Internal Revenue Service Jobs Credit Form 5884 with your taxes which is available through your local IRS office. The form asks you for the number and wages of your TJTC certified employees.

Commonwealth of Massachusetts

Michael S. Dukakis, Governor

Grady B. Hedgespeth,
Secretary of Economic Affairs

Marlene B. Seltzer, Commissioner of
Employment and Training

Can All Types of Employers Participate in TJTC?

All private employers in trade or business are eligible. Restrictions apply in the following situations: federal payments for on-the-job training, rehiring TJTC eligible employees, family members, current employees and those employed in private residences. Call

your local Opportunity Job Center or the Department of Employment and Training TJTC Unit for more details at **(800) 392-6209**.

How Can I Find Out More About TJTC?

For your specific questions about TJTC, the TJTC Hotline is here to help. Our toll-free number is **(800) 392-6209**.

Please submit all TJTC requests, vouchers and applications to:

**Department of Employment and Training,
TJTC Unit, First Floor
Government Center
19 Staniford Street
Boston, MA 02114-2589**

Your local Opportunity Job Center is available to assist you with all your employment needs. To find out more, call the office nearest you:

Greater Boston

Boston	(617) 727-6320
Cambridge	(617) 864-1950
Chelsea	(617) 884-5850
Framingham	(508) 875-5237
Malden	(617) 322-8890
Marlboro	(508) 485-8711
Norwood	(617) 762-9450
Roxbury	(617) 442-4050
Waltham	(617) 899-9340
Woburn	(617) 935-4654

Northeastern Massachusetts

Gloucester	(508) 283-4772
Haverhill	(508) 374-4753
Lawrence	(508) 682-5217
Lowell	(508) 459-0563
Lynn	(617) 593-5504
Newburyport	(508) 462-4494
Salem	(508) 745-1860

Southeastern Massachusetts

Attleboro	(508) 222-1950
Brockton	(508) 586-8100
Eastham	(508) 255-7400
Fall River	(508) 679-9200
Hyannis	(508) 775-5800
New Bedford	(508) 999-2361
Plymouth	(508) 746-5910
Providence, RI	(401) 277-3743
Quincy	(617) 471-2750
Taunton	(508) 824-5835
Wareham	(508) 295-6170

Central Massachusetts

Clinton	(508) 365-4452
Dudley	(508) 943-1240
Fitchburg	(508) 343-6461
Gardner	(508) 632-5050
Milford	(508) 478-4300
Southbridge	(508) 765-5252
Worcester	(508) 791-8551

Western Massachusetts

Athol	(508) 249-7130
Chicopee	(413) 598-8371
Greenfield	(413) 774-4361
Holyoke	(413) 538-8271
North Adams	(413) 663-3748
Northampton	(413) 586-3116
Palmer	(413) 283-8271
Pittsfield	(413) 447-7324
Springfield	(413) 785-5357
Ware	(413) 967-7290