



# COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES



## WORKFORCE DEVELOPMENT PROGRAMS DIRECTIVE

DATE: October 1, 2018

NUMBER: WDP D18-18

## INVEST TRANSITIONAL SUBSIDIZED EMPLOYMENT POLICY AND PROCEDURES

### PURPOSE

This directive provides instruction and guidance for Transitional Subsidized Employment (TSE) to INVEST and PCFR (Probation Coordinated Field Referral) participants under the INVEST program.

### BACKGROUND

The Los Angeles County INVEST program allows for an evidence based transitional subsidized employment model developed to address where there is a lack of work experience and soft skills demonstrated by Adult Probationers participating in the program. Transitional subsidized employment, or transitional jobs, are time-limited work experiences that are subsidized and are within the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, and are combined with comprehensive career and supportive services.

The reentry population faces unique barriers when it comes to finding and holding a job. The INVEST TSE model teaches INVEST participants how to enter the world of work by providing job experience and soft skills trainings. Simultaneously, the INVEST TSE model promotes the attainment of unsubsidized employment by targeting industries and employers that are expected to have the most job openings in the Los Angeles region.

### POLICY AND PROCEDURE

One of the main goals of the INVEST TSE model is to prepare reentry participants for permanent unsubsidized employment and self-sufficiency. In conjunction with participating in transitional employment, reentry participants will engage in workshops tailored to their unique barriers and needed skill sets. INVEST participants will work in transitional employment opportunities in high-growth industries for up to 300 hours and up to 20 hours of paid soft skills instructional workshops.

### Assessment Tool

INVEST Deputy Probation Officers (DPOs) administer the Level of Service/Case

Management Inventory (LS/CMI) assessment to participants to assess their highest priority needs and to ascertain propensity for risk as it can lead to recidivism. INVEST America's Job Center of California (AJCC) Staff administer proficiency, interest and aptitude assessments to assist with career planning. To aid in identifying individuals whose chances of success in the private labor market are limited and would benefit most from subsidized transitional employment, INVEST DPOs and INVEST AJCC staff shall meet regularly to discuss the results of assessments as well as any progress or plans made for the participant. Doing so will ensure that both parties remain well informed on the development and career plans of each individual.

## **Workshops**

INVEST offers reentry participants the opportunity to learn fundamental soft skills vital to the job market. Workshops shall be administered as an on-going practicum led by a CDS and a co-located DPO. If an AJCC does not have a co-located DPO or a co-located DPO is unavailable, INVEST staff will solely administer workshops. Workshop curriculum shall include but is not limited to:

- a) Work Readiness/ Workplace Norms
- b) Education on the Fair Chance Initiative
- c) Adult Financial Literacy
- d) How to Overcome Unique Barriers
- e) Healthy Relationships
- f) Computer Based Skills

*Work Readiness/Workplace Norms:* Participants are introduced to typical soft-skill programming that will include instruction on how to be professional on the job, how to manage conflicts with coworkers or superiors, and how to manage time to ensure punctuality. Instruction will also cover developing a resume and interview skills.

*Education on the Fair Chance Initiative:* INVEST staff will educate participants on the Fair Chance Initiative. The Fair Chance Initiative is an ordinance that restricts employers from asking job applicants about criminal convictions until after a conditional offer of employment has been made. INVEST staff will instruct participants on how to navigate the job market with regards to their rights stemmed from the Fair Chance Initiative.

*Adult Financial Literacy:* Participants will learn the importance of budgeting and the implications of financial success. Topics shall include a description of deposit and credit services offered by financial institutions, choosing and maintaining a checking account, spending plans, the importance of saving, how to obtain and use credit effectively, and the basics of building or repairing credit.

*How to Overcome Unique Barriers:* This process begins with identification of internal and environmental barriers. Then leads to the development of strategies and resources to minimize or eliminate barriers. To finally developing individual action plans to support this transition.

*Healthy Relationships:* Incarceration can have devastating effects on relationships, marriages, children, and families. Workshop will focus on promoting healthy relationships through building interpersonal skills such as effective communication, conflict resolution, and effective parenting.

*Computer Based Skills:* Participants will learn basic computer-based skills necessary for the job market. Instruction will include creating a professional email address, adding email attachments, awareness of social media presence, and applying to jobs online.

Workshops will be administered in cohorts and will be considered one (1) regularly scheduled work day.

### **Engaging Employers**

The INVEST Business Service Representative (BSR) will identify and target employers who have a history of employing people with criminal records and who are in high growth industries based on Labor Market Information. BSR will not limit employment opportunities to only high growth industries but will actively target their engagement. The BSR will inform employers on the benefits of broadening their pool of applicants and temporarily employing INVEST and PCFR participants. BSR will convene meetings of employers to discuss their hiring practices and the resources they use when considering a criminal record in hiring decisions.

### **Provision of Transitional Subsidized Employment**

INVEST and PCFR participants shall receive 300 hours of subsidized employment where they will exercise the soft skills necessary to maintain unsubsidized employment. CDS will provide worksites with INVEST Employee Bi-Weekly Progress Report (Attachment B), to report on participant behavior. Evaluations will assess workplace performance, cooperation and personal conduct. CDS will discuss results of evaluation with participant on a weekly basis and address areas that require improvement. Progress Reports are to be kept in participant case file.

INVEST transitional employment begins when a participant reports to a worksite and shall end when the participant completes 300 hours of employment. Participants shall report to their worksite on their regularly scheduled days and have one (1) day during the business week dedicated to attending group workshops administered by CDS and INVEST DPO based on their referral source.

A Worksite Agreement (Attachment A) shall be maintained by the AJCC for each work site.

### **Employer of Record**

INVEST AJCCs serve as the Employer of Record. As such, INVEST and PCFR participants in a TSE activity shall be on-boarded following the established AJCC's

personnel policies, procedures and protocols. Therefore, AJCCs are responsible for background checks if required by the AJCC or worksite. The cost of a background may be reimbursed to the AJCC and paid through supportive services. As the employer of record, AJCCs shall also orient participants on important protocols including but not limited to: payroll practices, safety standards, scheduling, sexual harassment, reporting to work, and paid sick leave.

### **Compensation and Schedule of Payment to Participants**

INVEST and PCFR participants will be compensated at the current Los Angeles County minimum wage which shall increase commensurate with the County minimum wage policy. Participants will receive an incremental raise of .50 cents after the completion of every 100 hours of transitional employment. Participant wages shall also include social security, Medicare and worker's compensation benefits. Participants shall be paid only for the hours worked and documented on the participant's time sheet. Participants shall not be paid for:

- Vacation breaks;
- Lunch breaks; or
- A holiday recognized by the County as a "paid holiday"

Wages shall be paid to participants on a bi-weekly basis.

### **Healthy Workplaces, Healthy Families Act of 2014 and Paid Sick Leave**

Healthy Workplaces, Healthy Families Act (HWHFA) of 2014 was signed by Governor Brown in September 2014. The HWHFA requires employers to provide paid sick leave to specified California employees beginning July 1, 2015. Under the legislation, an employee working in California on or after July 1, 2015, for the same employer for 30 or more days within a year, is entitled to pay sick leave. The paid sick leave accrues at the rate of one hour for every 30 hours worked and is payable at the employee's current rate of pay. Employees are entitled to begin using sick leave they have accrued on the 90<sup>th</sup> day of employment. AJCCs shall develop and maintain internal protocols to gauge if/when a participant may be eligible for paid sick leave in accordance to HWHFA.

### **Supportive Services**

Supportive Services such as transportation, child care, dependent care, background clearance costs, work attire/tools and other services as appropriate, are available to INVEST and PCFR participants to enable an individual to participate in INVEST activities, including TSE.

### **Incentives**

Incentives are also available in conjunction with TSE. Please refer to the INVEST and Probation Coordinated Field Referral Incentives Policy and Procedures.

## Data Input in CalJOBS

### Procedures

All activities associated with the TSE shall be opened in the participants CalJOBS activity record no later than the beginning date of the activity. All activities shall be closed at the completion of the activity. Data entry should occur promptly to maintain accuracy and integrity, as well as to ensure adequate and timely reporting of services provided. The activities that one would enter into the CalJOBS application for a participant involved in Transitional Subsidized Employment include but are not limited to the following:

Activity Name	Activity Code
Initial Assessment	102
Resume Preparation Assistance	115
Proficiency Testing	130
Testing as Requested by Employer	131
Resume Writing Workshop	132
Job Search Workshop	133
Workshop	134
Individual Counseling	200
Objective Assessment	203
Interest and Aptitude Testing	204
Development of IEP	205
Financial Literacy Services	221
Transitional Job	321
Job Readiness Training	322
Workplace Training & Cooperative Education	323
Adult Education with Training Services	324
Supportive Service: Needs-Related Payments (Training)	326
Supportive Service: Training Allowance	327

Note that *Activity code 321 – Transitional Job* shall be used to capture the actual Transitional Subsidized Employment service.

## ACTION

Los Angeles County AJCCs shall implement the procedures described in this directive and ensure that the information provided herein is communicated throughout the operations, management, and governance structure of the AJCC.

## INQUIRIES

Inquiries regarding this directive and the policies and procedures described herein should be directed to [INVEST@wdacs.lacounty.gov](mailto:INVEST@wdacs.lacounty.gov).



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### Attachments:

Attachment A: Worksite Agreement

Attachment B: INVEST Bi-Weekly Progress Report