



Transitional, Subsidized, and Other Employment Programs for Temporary Assistance for Needy Families (TANF) Participants: Promoting Self-Sufficiency through Strategic Employment Programming

Annotated Bibliography of Resources

Altstadt, David. *Making Social Enterprises work for Welfare: The Value of Funding Transitional Jobs Through Profits*. Retrieved July 2, 2009, from [http://www.transitionaljobs.net/Events/08%20conference/Presentations/Making Social Enterprises Work for Welfare.pdf](http://www.transitionaljobs.net/Events/08%20conference/Presentations/Making_Social_Enterprises_Work_for_Welfare.pdf)

This report discusses a new method for financing and delivering transitional jobs programs that encompasses placing hard-to-employ individuals in social entrepreneurial businesses where the revenue from product sales can be used to defray program costs. The thesis begins by providing an overview of public service employment and social enterprise models and discusses cost-sharing options that can be used between welfare agencies and social enterprises.

Two cost sharing options are presented. Under the first, welfare agencies turn over participants' full-month welfare checks to the social enterprises so that they can be used to cover hourly wage costs. Under the second, welfare agencies allocate funding from their general pool to subsidize participants' wages. In both of these options the social entrepreneurs are required to contribute revenue to subsidize participants' wages. The paper goes on to discuss the pros and cons of cost sharing, specifically addressing issues of record keeping, funding restrictions, welfare stigma, work requirements, skill advancement, and sustainability.

The paper also examines the political implications of cost-sharing. Altstadt describes the overall issue of welfare as it relates to the American value system, the principles of welfare reform, the viability of transitional jobs, and the viability of social enterprises. He concludes by recognizing that policymakers will need to weigh the potential benefits of these programs with the potential political backlash of expanding the role of government and potentially impeding on the free market.

Best Practice Resources for TANF Jobs Program Development. Retrieved July 1, 2009, from <https://www.azdes.gov/opac/bidders%20docs/Best%20and%20Promising%20Practices.pdf>

This report identifies important issue areas and key concepts for the development and implementation of TANF jobs programs. The paper focuses on assessments, case management, pre- and post-employment strategies, incentives, and a number of other issue areas.

The report emphasizes the importance of comprehensive client screenings that accurately assess participants' needs and barriers to employment. While many states are using a combination of screening tools, the most common areas for assessment were identified as learning, literacy, mental health, substance use, employability, and self-sufficiency. The report notes that the most frequently cited barriers to placement are transportation, child care, criminal records, language and literacy, substance abuse and mental health, culture and language, disabilities, and domestic violence. Discussing specific ways to overcome these barriers, the authors report that the most effective strategy for case management is collaboration and/or co-location with providers of support services.

In terms of pre- and post-employment strategies, this study reports that the most common pre-employment service is vocational training and that case management lasting one year or more has been demonstrated as effective in sustaining participant employment. Additionally, pay for performance, graduated bonuses, core and incentive payments, and cost reimbursement and performance bonuses were identified as the most effective payment structure for jobs programs. Other issues discussed in this report include client-centered service delivery, cultural competent service delivery, marriage promotion, education promotion, and service co-location.

Bizzell, Sandra A. (2006) *Lessons Learned: Feedback from Transitional Jobs Programs*. 6th Annual National Transitional Jobs Conference.

This PowerPoint presentation begins by examining the key elements and stakeholders necessary to develop transitional jobs programs noting that paid transitional work experience is the only design element that is found in all transitional jobs programs. Bizzell provides an overview of the benefits of these programs and discusses how they differ from other employment programs, specifically identifying their ability to offer temporary, subsidized employment and supportive services within sheltered environments, their ability to address employment barriers, and their success in attaining high placement and retention rates with hard-to-employ individuals.

The PowerPoint presentation goes on to discuss some of the operational components of transitional jobs programs such as ways to manage internal and external politics, avenues for program financing, and key programmatic decisions in designing successful programs. It also discusses the various program models available for transitional jobs programs: individual placements, social enterprises, and work crews. Other program elements discussed by Bizzell include, but are not limited to, effective case management, career advising, selection of transitional work sites, worksite and job development, retention and advancement, supportive services, support to vendors, staff training, employer relations, and program evaluation.

Finally, Bizzell offers a number of recommendations for new programs stressing the importance of initiating a pilot program, creating a planning committee of key stakeholders, using technical assistance resources, targeting multiple populations, working with unions, involving the Foundation Community, and partnering with other programs and agencies.

Burchfield, Erin & Sarah Yatsko. (October 2002). *From Welfare Check to Pay Check: Research on Barriers to Work and Employment Outcomes of Washington State's Community Jobs Programs*. Economic Opportunities Institute. Retrieved July 1, 2009, from http://www.eoionline.org/state_economy/reports/FromWelfareToPaycheckReport-Oct02.pdf

This research report examines the effectiveness of Washington State's Community Jobs program, the nation's first and largest transitional program for hard-to-employ welfare recipients. The report provides an overview of the program's history and structure. It then discusses the findings from two studies, the first examining the barriers impacting participants' abilities to find and maintain work and the second looking at employment patterns after participants leave the program.

The studies found that on average participants were dealing with eight barriers to employment. They also found that participants were successfully leaving welfare within two years of entering the program and that the average earnings increased 60% during participants' first two years in the workforce.

Based on these and other finding, the authors cite the following five recommendations to enhance the Community Jobs program as well as the overall transitional jobs model: 1) streamline participants' transition into the workforce; 2) provide retention and advancement services; 3) ensure adequate funding for support services and Community Jobs availability; 4) continue the emphasis on individual and intensive case management; and 5) maintain the essential income supports and training programs that enable participants to successfully move forward in terms of their career and on the wage ladder.

Center for Law and Social Policy. *The Implications of Applying Federal Minimum Wage Standards to TANF Work Activities*. Retrieved July 2, 2009, from <http://www.clasp.org/publications/fdolresp.pdf>

This paper discusses the applicability of the Fair Labor Standards Act (FLSA) minimum wage provisions to participants in work activities under TANF. The two concerns addressed in this paper are the fear that work experience programs designed to help individuals are not ready for regular, unsubsidized

employment will be precluded, and that limiting the number of hours an individual can be required to work in exchange for assistance will hamper states' abilities to meet TANF participation requirements.

The paper addresses these concerns by explaining that FLSA contains a specific exemption for training activities, which can include work experience activities, and that FLSA is structured so that individuals may be restricted to working less hours than required by TANF only in situations where the welfare grant is the sole "compensation" provided. Therefore, while FLSA may limit the number of hours recipients can be required to participate in work experience activities in some states, states have significant latitude to structure other activities to meet the effective participation rates.

This paper goes in depth to provide a close examination of the impact minimum wage obligations can have on state strategies to meet TANF participation requirements, specifically addressing the areas of unsubsidized employment, subsidized employment, on-the-job training, job search, vocational education training, and work experience/community service.

Democratic Leadership Council. (June 30, 2008). *Transitional Jobs*. Retrieved July 6, 2009, from http://www.ndol.org/ndol_ci.cfm?kaid=139&subid=277&contentid=3609

This Web site provides an overview of transitional jobs programs including information on their characteristics and benefits. It lists the states that have enacted transitional jobs programs and supplies a list of useful Web sites, resources, and contact information for individuals interested in learning more.

Derr, Michelle K., LaDonna Pavetti & Angelina KewalRamani. (December 2002). *Georgia GoodWorks!: Transitional Work and Intensive Support for TANF Recipients Nearing the Time Limit*. Mathematica Policy Research, Inc. Retrieved July 6, 2009, from <http://www.mathematica-mpr.com/PDFs/goodworks.pdf>

This study examines the promising practices of GoodWorks!, a program providing supported work experience to hard-to-employ TANF participants reaching their time limit. The report identifies the key components of GoodWorks! as: aggressive outreach to increase program participation; screening and assessment to individualize service delivery; program structure where participants learn to work by working; enhanced work supports to prepare participants for steady employment; linkages to permanent jobs; and staff follow-up with clients after they get jobs. The report also identifies key components of GoodWorks! administration discussing collaboration, staffing, program decision making, and funding.

The authors report that GoodWorks! supports long-term, hard-to-employ welfare recipients who are not participating in any work activities by stopping the benefits clock for families who are nearing the time limit and providing a "safety net" for those who already have reached the end of their time limit. They found that local agencies have been successful at coordinating existing resources to address the needs of clients and that GoodWorks! provides employers with entry-level workers who are screened, trained, and supported. The challenges GoodWorks! faces include effectively sharing agency resources and coordinating service delivery; encouraging client participation; working with those facing severe personal and family challenges; finding permanent jobs for clients; and balancing the needs of employers with the needs of clients. The authors offer suggestions on ways to address each of these individual challenges.

Key study findings include: administering a program like GoodWorks! means thinking outside the box; GoodWorks! demonstrates that participants with complex needs can work if they have the right support; GoodWorks! provides a second chance for those who have reached the time limit; GoodWorks! represents the first step in linking participants to the labor market; and more research is needed to understand how GoodWorks! works and how well it works.

EnSearch, Inc. (August 2002). *A Comprehensive Evaluation Report of Advancement Plus: A Paid Transitional Work Experience Program (Executive Summary)*. Retrieved July 6, 2009, from http://www.lifetrackresources.org/download/AdPlus_Final_ExecSummary.pdf

This executive summary provides an overview of findings from a study conducted on Advancement Plus, a paid transitional work experience program. Advancement Plus operates three levels of work experience: level one offers a wage of \$6.00 an hour and requires no minimum level of English or work experience; level two offers a wage determined by the work site and requires a higher level of English and skill level; and level three offers a wage determined by the work site and depending on work site could require a higher level of English, education, and skill level.

The report provides an overview of the Advance Plus program and discusses staffing, work sites, orientation, professional development, and financial support. Findings from this study give detailed characteristics of program participants who tended to be female and ranged in age from 20-58. Participants are characterized as having multiple barriers to employment including, but not limited to: lack of work history, limited transportation, limited education, limited English skills, physical/learning disabilities, housing crises, lack of child care, and chemical dependency issues. In total, 24 barriers to employment are isolated in this study and specific findings regarding each of these barriers are provided.

The study compares Advance Plus participants to other MFIP/TANF participants. It also differentiates the characteristics of successful Advance Plus participants with unsuccessful participants. Overall, successful participants tend to be limited English proficient; eligible non-U.S. citizens; elderly; have had fewer years of education in the U.S.; are Lifetrack Resources clients; are present at work more days; have a large number of individuals living in the household; work more hours; are absent fewer days; call in when they were going to be absent; follow their employment plan; have few (generally less than seven) family members, housing, or personal barriers; have stable housing; and have stable transportation or drive a car.

EnSearch goes on to report the weaknesses, challenges, and strengths of the Advance Plus model; the role Advance Plus has had in influencing views of transitional jobs programs; and the promise of Advanced Plus for specific demographics. The report concludes with a discussion of the policy implications of the report's findings.

Frank, Abbey. (January 18, 2007). *Increasing Opportunities: Creating and Expanding Transitional Jobs Programs for TANF Recipients under the Deficit Reduction Act*. Retrieved June 30, 2009, from http://www.stateinnovation.org/Events/Event-Listing/Wednesday-Briefings/2008-12-3-Poverty-Reduction/Increasing_opportunities-Rynell.aspx

The author discusses the impact of the Deficit Reeducation Act (DRA) on TANF programs and the important role that transitional jobs programs can play in the meeting the regulations resulting from DRA while also meeting the needs of hard-to-employ TANF participants. This report notes that transitional jobs programs are successful in meeting the needs of their participants as a result of their ability to provide supportive work environments, additional training, and connections to other support services.

Abbey lays out various ways in which states can count the hours served by participants in these programs to meet the DRA regulations and identifies important considerations for programs to keep in mind as these regulations are developed. One such consideration is given limited funding and the fact that HHS guidance requires participants to be paid for all time counted as subsidized employment or on-the-job training, programs may want to have participants spend more time in barrier removal activities at

the beginning of the program and then transitioning them to more actual work activities as they continue through the program.

Friedman, Pamela. (July 1999). *Community Work Experience and Publicly Funded Jobs—Helping the Hard-to-Serve Meet Work Requirements*. Welfare Information Network, Issue Notes Vol. 3, No. 5.

Friedman begins this issue note by providing an overview of community work experience programs (CWEP) and publicly funded jobs (PFJ), citing that CWEPs offer positions where welfare recipients receive their welfare check in return for work while PFJs are wage paying positions supported with government funds. This distinction is important because participants in PFJs qualify for the Earned Income Tax Credit (EITC) and are required to pay appropriate taxes. Friedman goes on to address a number of policy issues surrounding these work experience programs. Some of the issues discussed include, but are not limited to: program fit, eligibility requirements, proper identification of program recipients, timing of program placement, job selection, displacement of workers, partnering with employers, supportive services, and transition to permanent employment.

The issue note also briefly reviews some of the major research findings related to work experience programs. It concludes by providing short descriptions of a number of innovative practices being carried out across the country and a resource list with organizational contact information and other relevant publications.

Friedman, Pamela. (January 2001). *Microenterprise Development: An Employment Option for Welfare Recipients*. Welfare Information Network, Issue Notes Vol. 5, No. 2.

This issue brief discusses funding sources available to support the development of microenterprises, the skills and training needed for success, and ways in which local communities can support low-income residents interested in becoming entrepreneurs. Recognizing that TANF funds offer the most flexibility, Friedman describes how MOE funds, IDAs, Welfare-to-Work funds, Community Development Block Grant funds, Program for Investment in Microentrepreneurs funds, and Small Business Administration microloans can also be used to support these programs.

Friedman notes that communities can support microenterprise businesses and programs in a number of ways, in particular through their connections to community colleges which can offer trainings and mentorship; community-based organizations which can reduce overhead costs by housing small businesses; local business leaders who can provide mentorship, financial assistance, and a variety of other resources; and local governments which can encourage bank participation. Examining the research on microentrepreneurs, Friedman finds that microenterprises offer an important avenue for low-income families to lift themselves out of poverty. Acknowledging that it does not produce the same outcomes as more transitional employment strategies, it can provide a number of benefits including skill development, self-esteem, job creation, and local tax revenue, to name just a few. Friedman concludes this brief by offering examples of successful microenterprise programs in nine states as well as a list of resource contacts.

Ganzglass, Evelyn. (April 17, 2006). *Strategies for Increasing Participation in TANF Education and Training Activities*. Center for Law and Social Policy. Retrieved July 1, 2009, from http://www.clasp.org/publications/tanf_ed_training.pdf

This brief focuses on the importance of skill and credential development to labor market success, discusses lessons learned in terms of welfare-to-work training and postsecondary education strategies, and identifies ways that states can expand access to these programs.

The brief begins by describing what educational and training activities can count towards participation in TANF as well as the educational and training costs that can be covered by TANF. The report then goes on to identify and discuss four major pieces of evidence demonstrating the importance and effectiveness of education and training services: effective education and training programs have strong connections to local labor markets; mixed-strategy programs outperform employment-only or education-only programs; postsecondary education leads to better employment and earnings gains; and while combining work with education can be effective, too much work is counterproductive.

Ganzglass advises states to expand access to programs by maximizing their use of pre-employment vocational educational training to count toward any hours of required participation and helping recipients combine education and work. Specific ways to achieve these goals as well examples of model programs are provided throughout.

Hercik, Jeanette, Karen Lynn-Dyson, H. Lien Bragg, Courtney Kakuska & Bradley Myles. (2004). *Employer Engagement and Job Retention Strategies*. ICF International. Retrieved July 6, 2009, from <http://peerta.acf.hhs.gov/uploadedFiles/Employer%20Engagement.pdf>

The authors discuss responsive strategies for addressing the technical assistance needs of urban areas, particularly those included in the Urban Partnerships Initiative. These materials address promising practices in employer engagement and employee retention and the information is meant to assist cities working with local employers of TANF participants.

Hill, Heather, Gretchen Kirby & LaDonna Pavetti. *Transitional Jobs Programs: Stepping Stones to Unsubsidized Employment*. Mathematica Policy Research, Inc.

This brief looks at six transitional jobs programs in order to examine the transitional jobs model and its ability to serve hard-to-employ TANF participants. After providing an overview of transitional jobs programs, the brief discusses the ways that these programs can support transitional workers through assessments, trainings, support and supervision, supportive services, and job search and retention services.

The authors also examine the costs, perceived benefits, and outcomes of transitional work. The authors note four key findings: 1) workers in transitional jobs program receive more intensive support, supervision, and assistance in addressing barriers to employment than they would in other TANF programs; 2) wage costs represent a sizable proportion of most program costs, but they are a smaller portion of costs in the programs with more intensive services; 3) consistent participation in transitional jobs programs typically leads to permanent unsubsidized employment; and 4) program participants and staff report that participants benefit professionally, financially, and personally from the programs.

The authors recognize transitional jobs program as a promising and flexible approach to assisting hard-to-employ TANF participants; however, they call for more definitive research to further examine participant outcomes and net costs of such programs.

Implementing Transitional Jobs Within the TANF Emergency Contingency Fund: Toolkit Resources for States. Retrieved June 30, 2009, from <http://www.clasp.org/audio/031809/ImplementingTransitionalJobsProgramWithinTANFContingency%20Fund.pdf>

This information sheet lists toolkit resources available for downloading at www.transitionaljobs.net and offers brief descriptions of each resource. The toolkit resources identified include: Washington State Community Jobs: A Case Example of Statewide Transitional Jobs Efforts Serving TANF Recipients;

TANF Transitional Jobs Program Scope of Work; Transitional Jobs Program RFP Example; Applicant Scoring Guide Based Upon the RFP Requirements; Performance Payment Schedule Example; Transitional Jobs Quality Assessment Tool; and Transitional Jobs Program Cost Estimation Table.

Jobs for the Future. (May 2002). *How to Help Welfare Recipients and Other Low Wage Workers Secure – and Keep – Better Jobs*. Retrieved July 1, 2009, from <http://www.jff.org/-jff/Documents/TANFauth.pdf>

This brief provides recommendations for reauthorizing Temporary Assistance to Needy Families based on Jobs for the Future's work. Their recommendations center around four major themes: encouraging employers to provide valuable skill development opportunities to their entry-level and lower-skill employees; adopting policies that promote employment retention and reduce turnover; facilitating employer access to the public welfare and workforce system, particularly for small businesses; and expanding access to services for the hardest-to-employ, facilitating their movement towards self-sufficiency through work.

The brief breaks down each of these overarching themes describing their current state under TANF, detailing the important role they play in moving families off of welfare, and identifying specific policy recommendations to facilitate improved service delivery. For further information, the bibliography of this brief has been organized according to the four major themes.

Johnson, Clifford M. (December 2, 1998). *Frequently Asked Questions about Public Job Creation*. Center on Budget and Policy Priorities. Retrieved July 6, 2009, from <http://www.cbpp.org/archiveSite/pjc-faq.htm>

Johnson addresses some of the most frequently asked questions regarding public job creation programs, providing brief overview information on what they are, how they help participants and communities, why they are important, what is known about their effectiveness, and whether they leads to worker displacement. This document also discusses the important elements of such programs, their effect on public assistance, the funding used to support them, and how they differ from workfare, VISTA, and AmeriCorps. Finally, Johnson provides an overview of where these programs are occurring as well as contact information for organizations working on public job creation issues.

Johnson, Clifford M. (December 23, 1999). *Checklist For Identifying Quality Work Sites For Public Job Creation Programs*. Center on Budget and Policy Priorities. Retrieved July 1, 2009, from <http://www.cbpp.org/cms/index.cfm?fa=view&cid=1492>

Johnson provides a checklist to help administrators identify high-quality work sites for public jobs creation programs. The ten key factors in identifying high-quality sites include: 1) close supervision at the worksite that is ongoing, supportive, and provides feedback on performance and growth overtime; 2) work responsibilities and tasks that promote learning and enhance future employability; 3) flexible work schedules that allow workers to attend education and training activities; 4) suitability of the work environment; 5) safeguards against displacement of regular employees; 6) accessibility of the work site; 7) capacity and willingness to perform necessary administrative functions; 8) potential to hire successful participants; 9) capacity to accommodate larger numbers of placements; and 10) community support for work to be done by participants. Each of these factors is further described in detail. While this checklist identifies the most important factors when considering the quality of a work site, Johnson recognizes that high-quality work sites do not necessarily need to meet all of the listed criteria.

Johnson, Clifford M. & Alex Goldenberg. (September 24, 1999). *Work to be Done: Designing Publicly-Funded Jobs to meet Community Needs*. Center on Budget and Policy Priorities. Retrieved July 1, 2009, from <http://www.cbpp.org/cms/?fa=view&id=676>

This paper focuses on the design and creation of public jobs which offer the dual benefit of helping individuals become more employable and productive while also helping communities address important unmet needs. The authors point out that one of the keys to developing successful programs is identifying work that meets community needs. Specific ways that transitional jobs programs can be linked to community and economic development include workforce development, enterprise development, and broader community development. According to Johnson and Goldenberg, policymakers and program administrators can facilitate the linkage between public jobs and community needs by engaging in long-term planning, sustaining community involvement to ensure projects respond to genuine needs, and identifying career pathways that are connected to the skills acquired through these projects.

This paper also offers a number of reasons to consider the use of teams and/or large scale projects in the creation of public jobs programs. Some of the reasons offered include the fact that large scale projects offer visible and measurable outcomes, allow for direct supervision and monitoring of participants, facilitate the development of a broader range of skills, afford opportunities for large scale employment, reduce liability risks, and can generate program income. Johnson and Goldenberg do caution about the risks of displacement and encourage designers of programs to keep this in mind during development and implementation. Finally, Appendix B offers examples of model creative work projects.

Johnson, Clifford M. & Lana Kim. *Washington State's Community Job Initiative*. Retrieved July 1, 2009, from http://www.wkkf.org/DesktopModules/WKF.00_DmaSupport/ViewDoc.aspx?LanguageID=0&CID=6&ListID=28&ItemID=1622708&fld=PDFFile

This brief discusses the Community Jobs program in Washington State, a program focused on promoting skill development, work experience, job placement, and job retention. According to Johnson and Kim, participants are referred to this program through their WorkFirst case managers and tend to include hard-to-employ individuals who typically have little or no recent work experience and few employable skill sets. Once accepted into the program Community Jobs case managers work with participants to develop individual development plans which identify personal and professional goals as well as the targeted trainings and skills development activities to be taken in pursuit of these goals. Participants typically receive one week of job readiness training prior to placement as well as continued vocational training and education upon placement.

Washington State administers Community Jobs through four state agencies. This brief discusses the roles of each of these four agencies as well as the structure developed to facilitate their effective coordination. The Community Jobs program also contracts with community-based nonprofit organizations. The selection process for these agencies as well as a description of their roles and responsibilities is also described in the brief. The brief concludes with an overview of the results of the Community Jobs program to-date as well as the next steps to be undertaken in order to improve and expand the program.

Johnson, Clifford M. & Steve Savner. (December 1999). *Federal Funding Sources for Public Job Creation Initiatives*. Center on Budget and Policy Priorities. Retrieved July 6, 2009, from <http://www.cbpp.org/cms/?fa=view&id=945>

Johnson and Savner explore the various funding opportunities available to support public job creation programs. TANF, Welfare-to-Work funds (WtW), the Workforce Investment Act, federal housing and community development programs, federal transportation programs, and other potential funding sources

are discussed. An overview of each funding source is provided, including information on eligibility, funding allocation, and potential limitations and challenges. Johnson and Savner site TANF and WtW as having two significant advantages when compared to other funding sources: 1) TANF and WtW provide opportunities to cover the cost of all components of a public job creation initiative through a single financing mechanism; and 2) these funds appear to be available in most jurisdictions.

Kass, David. (June 2004). *Financing Transitional Job Programs: A Strategic Guide to Federal Funding Programs*. The Financial Project. Retrieved June 30, 2009, from <http://www.nchv.org/docs/transitionaljobs.pdf>

This guide is aimed as helping decision-makers seek funding as they work to develop, sustain, and expand transitional job programs. Specifically, it provides an overview of the federal funding sources and financial strategies available to support ex-offenders, homeless, and youth in transitional job programs. This guide begins with an overview of the cost structure for transitional job programs, identifying and discussing five main cost components: wages, case management, education and training, support services, and job placement and retention. Recognizing the fact that there is no single federal source for funding transitional job programs, the guide discusses the availability of funding through grants, tax credits, and technical assistance and policy support, as well as the restrictions placed on such federal funding.

Following this more general overview, the guide discusses each of the three target populations - ex-offenders, homeless, and youth - in more detail, describing their need for transitional job programs, identifying examples of successful programs serving each population, and summarizing potential federal funding streams to support each population. Specific federal funding streams are broken down within each target population by grants, tax credits, and technical assistance and policy support and a comprehensive description of all identified funding streams detailing what they fund, eligibility requirements, whether a match is required, how funds may be used, and how to apply the funds is provided. Finally, a list of additional resources, broken down by target population, is offered.

Kim, Anne. (March 2001). *Transitional Jobs: A bridge into the Workforce for Hard-to-Employ Welfare Recipients*. Progressive Policy Institute. Retrieved July 1, 2009, from <http://www.ppionline.org/documents/TransitionalJobs.pdf>

In this issue brief, Kim discussed the challenge of helping hard-to-employ welfare recipients attain gainful employment so that they can support themselves independently of TANF. Recognizing that the majority of TANF participants left on the welfare roles are individuals identified as hard-to-employ, Kim proposes transitional jobs programs as one of the best options for reaching this population. Transitional jobs programs, as described in this issue brief, should supplement, not replace, other programs helping welfare recipients move into work, and should serve as a last resort for those with the greatest barriers.

The issue brief goes on to discuss the financial, psychological, and practical benefits of these programs for employees and their families. In terms of benefits to employers and communities, the brief discusses programs' abilities to develop an effective workforce as well as supplement the work of nonprofit organizations that need, but cannot afford, additional assistance.

Common elements identified in model transitional jobs programs include: generous work supports and post-program transition services; flexible, performance-based administration under a public/private model; and safeguards against displacement of existing workers. The issue brief concludes with examples of six model programs operating across the country.

Kirby, Gretchen, Heather Hill, LaDonna Pavetti, Jon, Jacobson, Michelle Derr & Pamela Winston. (April 2002). *Transitional Jobs: Stepping Stones to Unsubsidized Employment*. Mathematica Policy Research, Inc. Retrieved June 30, 2009, from <http://www.mathematica-mpr.com/publications/PDFs/transitionalreport.pdf>

This report takes an in-depth look at six transitional work programs offering temporary, subsidized employment to TANF participants identified as hard-to-employ due to their lack of work experience, education, or training. These programs are identified as successful due to their ability to operate supportive environments while providing participants work experience and training so that they are better equipped to find and maintain unsubsidized employment. These programs often encompass a variety of support services to facilitate an individual's transition into the work force, including: assessments, work-related trainings, comprehensive supervision, job search and retention services, and supportive services such as child care and transportation assistance. These services are provided on a continuum bases from pre-placement through an individual's transition to unsubsidized employment. In addition, the client-to-staff ratio for these programs is lower and the frequency of contact between clients and program staff is higher than in other TANF programs.

The cost of the programs examined for this study range from \$379-\$1,871 depending on the intensity of services and length of placements. Four of the six programs studied had total service costs that were lower than other labor force attachment programs for welfare recipients. While programs struggled to retain participants, the placement rate for individuals who completed the programs ranged from 81 to 94%.

This study concluded that the flexible framework of transitional jobs can be beneficial in supporting hard-to-employ individuals and that transitional work programs are well equipped to meet the full range of barriers faced by hard-to-employ TANF participants. The authors note that program participants might benefit from a stronger focus on the transition into unsubsidized work and suggest increased collaboration between transitional jobs programs and their partners.

Klein, Joyce & Carol Wayman. (Winter 2008). *Encouraging Entrepreneurship: A Microenterprise Development Policy Agenda*. Retrieved July 2, 2009, from http://www.frbsf.org/publications/community/investments/0812/klein_wayman.pdf

In this brief, Klein and Wayman identify and describe five areas in which the Obama administration can help microenterprise programs support entrepreneurs: 1) expand the existing infrastructure of community-based microenterprise programs that provide technical assistance and financing; 2) implement policies that expand access to private markets and sources of capital; 3) develop tax policies that aid emerging entrepreneurs; 4) enable low-income individuals to use entrepreneurship as a pathway out of poverty; and 5) provide access to affordable health care to small businesses and microenterprises. Within each of these five areas Klein and Wayman discuss related proposals made by the Obama administration and identify specific policy options that can be undertaken to support microenterprises.

Martinson, Karin & Pamela A. Holcomb. (2007). *Innovative Employment Approaches and Programs for Low-Income Families*. Retrieved July 6, 2009, from http://www.urban.org/UploadedPDF/411467_employment.pdf

Martinson and Holcomb discuss innovative strategies to promote stable employment and wage growth among low-income populations for the broader TANF and low-income policy and program environments. This study reviews components of and lessons learned involved in administering various employment strategies for low-income Americans. The report is collection of research findings of employment programs research tailored to the needs of low-income workers. The report identifies a

dozen innovative approaches and 51 programs for improving the employment rate of low-income Americans. Although the report recommends further research into program effectiveness, the study outlined a set of potential employment programs that could have the positive impact of improving employability and employment of TANF participants and other low-income Americans. A key to successful programs—as discussed in the study—is the implementation of a comprehensive set of services to respond to the various needs of participants. In fact, “combinations [of supports] often represented the most innovative aspect of the programs” and diverse partnerships with public and private-sector organizations, including workforce development agencies, community colleges, TANF providers, CBOs, FBOs, and employers proved to be a successful component of effective programs.

Microenterprise for Welfare Recipients: A Tool for Self-Sufficiency. The California Association for Microenterprise Opportunity. Retrieved July 2, 2009, from http://www.capbuilders.org/CAMEO_handbook.pdf

This booklet provides a resource guide for microenterprise development under TANF. The booklet begins with an overview of microenterprises and a discussion of their potential impact of welfare recipients. It then describes the best candidates to be served through microenterprise programs making the following recommendations for developing effective methods of outreach and referrals: all welfare recipients should be made aware of the availability of microenterprise development services; a supportive environment with eligibility and assessment staff should be employed to encourage an open discussion of self-employment; and a fluid referral system should be developed to help keep participants engaged in support services that promote self-sufficiency. By having participants complete a business-ready test, authors suggest that programs can ensure the appropriateness of participants being matched with employers.

The booklet goes on to discuss how microenterprise opportunities operate within the WorkFirst model, how they can benefit community agencies, and how populations with limited English proficiency can best be served through these programs. The booklet addresses the issue of where welfare recipients get the financing to start their own businesses by identifying and discussing three primary funding sources: microloans, individual development accounts (IDAs), and grants. It also discusses the funding of microenterprise development programs and suggests that communities in which no microenterprise programs are available reach out to economic development organizations, client development programs, and lending-based organizations for assistance. Vignettes of successful microentrepreneurs are scattered throughout and a list of resources is provided at the end of the booklet.

MDRC. *Transitional Job Reentry Demonstration.* Retrieved July 1, 2009, from http://www.mdrc.org/project_33_83.html

This Web page offers an overview of the Transitional Job Reentry Demonstration project operated by the Joyce Foundation. This program provides former prisoners with temporary, wage-paying jobs and additional support and assistance to facilitate their transition out of the justice system. Participants also receive assistance with permanent job searches as well as post-placement support.

MDRC has been contracted to lead the evaluation of the initiative aimed at examining whether the program is successful in connecting former prisoners to unsubsidized jobs, increasing their earnings, and lowering their rates of recidivism. According to the Web site, MDRC will employ a randomized assignment research methodology and will follow both the intervention and control groups for one year. This evaluation is scheduled to be completed in 2009.

Pavetti, LaDonna & Debra Strong. (May 15, 2001). *Work-Based Strategies for Hard-to-Employ TANF Recipients: A Preliminary Assessment of Program Models and Dimensions.* Mathematica Policy

Research, Inc. Retrieved July 6, 2009, from <http://www.mathematica-mpr.com/publications/pdfs/workbasedTANF.pdf>

This study examines promising employment-focused strategies for hard-to-employ TANF participants. The authors of this study identify four program models currently being used for hard-to-employ TANF recipients: paid work experience programs, supported transitional publicly funded jobs programs, supported transitional structured employment programs, and supported competitive employment programs. Each of these models is described in terms of their target population, approach to assessment, pre-employment activities, initial employment options, support to find permanent employment, post-placement support, and social support.

Based on examination of programs using these four models, Pavetti and Strong identify the following key findings: a number of local communities have already started to implement programs that show promise in helping hard-to-employ TANF participants enter the labor market; each program model is not necessarily designed to address the needs of all hard-to-employ TANF participants; all four program models are distinct from, but share the goals of, most transitional welfare employment programs; the identified programs could be replicated and/or expanded if they receive additional referrals and/or funding; these programs are likely to be affordable within the current TANF environment, for at least a portion of the TANF caseload; and limited information is available about the outcomes and effectiveness of these programs.

Person, Ann, LaDonna Pavetti & Jeffrey Max. (December 2008). *Strategies for Increasing TANF Work Participation Rates: Providing Paid Employment Opportunities for TANF Participants Engaged in Vocational Education Programs: Examples from Denver, Colorado; Kentucky; and California*. Mathematica Policy Research, Inc. Retrieved July 1, 2009, from http://www.mathematica-mpr.com/publications/pdfs/family_support/vocedtanfbr1.pdf

This practice brief highlights three state and local programs providing work opportunities to TANF participants participating in vocational education programs. The brief begins with an overview of PRWORA, its requirements for federally mandated work participation rates, and its constraints on participation in vocational education programs. It notes that states may be able to use vocational education programs to increase their work participation rates in two ways: 1) they can increase the number of participants participating in vocational education programs; and 2) they can provide work opportunities to individuals participating in vocational programs that last longer than 12 months if the hours spent in the program are directly related to a specific job or occupation.

The brief then goes on to highlight three programs providing participants in vocational education programs with paid work opportunities. The two programs operating at a state-wide level provide work-study opportunities so that TANF participants can continue to participate in vocational education programs lasting longer than 12 months, while the locally operated program provides TANF participants the opportunity to participate in a four month vocational training program that includes a paid internship. The authors of this brief point out that the two distinct features of these programs are that they provide opportunities to combine education and work and that they hire dedicated staff to provide personal support to participants and act as liaisons between participating agencies.

Savner, Steve & Mark Greenberg. (November 1997). *Community Service Employment: A New Opportunity Under TANF*. Center for Law and Social Policy. Retrieved July 1, 2009, from https://www.policyarchive.org/bitstream/handle/10207/17946/Community_Service_Employment_A_New_Opportunity_Under_TANF.pdf?sequence=1

This paper focuses on states' ability to use federal TANF and state funds for community service employment which can serve the dual purpose of providing employment for individuals and addressing unmet community needs. Savner and Greenberg support the use of community service employment opportunities given the limited capacity of wage subsidy programs. They also note that through community service employment it is easier to ensure that funding is used to meet public purposes and create new jobs. Programmatically, a job that pays a wage will provide more dignity and more closely resemble work than a slot in a work-for-welfare program. Also, these programs offer the financial incentive of enabling participants to qualify for the Earned Income Tax Credit. The authors suggest that in some instances community service employment may even offer an alternative to welfare rather than just serving as the terms under which families receive welfare.

The paper discusses a number of choices states must make when implementing wage-based programs such as how wage-based positions should be used, whether programs should be concentrated in state or local governments, and what organizations receiving employees should contribute to the program. It also provides an overview of programs designed from two states to demonstrate how these choices can be made. One suggestion offered by Savner and Greenberg to help identify and resolve issues pertaining to community service employment is for states to begin with a demonstration project or a phased implementation program initially rolled out in a limited part of the state.

Schmidt, Michele Cranwell, Jane M. Kolodinsky, Carol Flint & Whitney Bruce. (April 2006). *The Impact of Microenterprise Development Training on Low-Income Clients*. *Journal of Extension*, Vol. 44, Iss. 2. Retrieved July 2, 2009, from <http://www.joe.org/joe/2006april/a1.php>

This study examines the impact of microenterprise development programs on low-income individuals served through the Vermont Micro Business Development Program. This study begins with a literature review that looks at the reasons low-income individuals seek self-employment and microenterprise development services, the importance of social and human capital development in microenterprise programs, the effect of self-employment on poverty alleviation, and the community impact of microenterprise programs.

Through the employment of telephone surveys, this study found that microenterprise development programs lead to increased personal growth, improved attitudes, and income gains as well as business growth and enhanced business sales. Most clients surveyed in this study were no longer reliant on TANF and unemployment benefits after completing the Vermont Micro Business Development Program. The authors encourage the use of these findings to support the development of microenterprises, especially in rural communities.

Sherwood, Kay. (April 1999). *Designing and Administering a Wage-Paying Community Service Employment Program Under TANF: Some Considerations and Choices*. MDRC. Retrieved July 1, 2009, from <http://www.mdrc.org/publications/96/workpaper.html>

This paper focused on community service employment and is written from the perspective of local agencies participating in the implementation of welfare reform. It begins with a discussion identifying the differences between wage-based community service employment and other types of community service work, identifying the role of private, for profit employers, and the related governing rules. The paper then identifies the rationale and structure for these programs and discusses who should participate in and benefit from these types of programs. Sherwood goes on to outline the evidence supporting community service employment programs noting their importance in developing job skills, providing opportunities for individuals to try out employment options, and offering support during transitional periods of employment.

Sherwood identifies ways in which community service employment programs can and cannot serve as a safety net to low-income families and discusses how they can benefit low-income communities. The paper discusses the operation of such programs in terms of cost, administration, and the ways in which TANF funds can and cannot be used to support these programs. Sherwood notes that different organizations and agencies can serve different roles in terms of program operation and discusses a wide range of options. Finally, the paper addresses specific issues that can arise in terms in the operation of such programs such as managing expectations, dealing with underperforming participants, and the financial functioning of the program, to name just a few.

Sperber, Leslie & Dan Bloom. (June 2002). *An Analysis of Vermont's Community Service Employment Program*. Manpower Demonstration Research Corporation. Retrieved July 6, 2009, from http://www.mdrc.org/Reports2002/vermont/vermont_cse_program.pdf

Sperber and Bloom provide a comprehensive evaluation of Vermont's Welfare Restructuring Project (WRP), which was implemented from 1994 until 2001, and required single-parent welfare recipients to work in wage-paying jobs after 30 months of receiving cash benefits. As part of this program, parents who could not find unsubsidized employment were given subsidized, minimum-wage community service employment (CSE). The focus of this report is on the CSE portion of WRP.

Sperber and Bloom report that despite the anticipated need for CSE slots, CSE was only used by 2% of welfare recipients. Three main reasons for the small number of CSE placements are provided in the report: 1) nearly 60% of the single parents did not accumulate 30 months of ANFC receipt, and thus they were never subject to the work requirements; 2) a substantial proportion of those who reached the 30-month point were exempted from the work requirements for medical or other reasons; and 3) of those who were not exempted, most were able to meet the work requirement via unsubsidized employment.

Of those that did participate in CSE, Sperber and Bloom found limited demographic differences when compared to non-CSE participants. The most dramatic difference was the level of work experience immediately prior to random assignment. The report goes on to provide detailed information about participants' and supervisors' perceptions of CSE, noting that over 88% of participants viewed the employment requirements of WRP as very fair or somewhat fair.

Stockdill, Stacey, Rebecca Anderson, MaryJo Smith, Marlene Soehr, Shirley Dean & Bonnie Weakly. (2004). *2004 Comparison Study: An Evaluation that Compares Outcomes for a Multi-Site Transitional Jobs Program with Random Samples of Participants in the Minnesota Family Investment Program*. Retrieved July 6, 2009, from the LifeTrack Resources Web site: http://www.lifetrackresources.org/download/Lifetrack_2004comparisonstudy.pdf

This report summarizes the evaluation findings regarding a transitional jobs model (Advancement Plus) as it compares to random samples of participants in the Minnesota Family Investment Program (MFIP). This study provides evidence that the transitional jobs strategy is successful for low wage workers including those who are ex-offenders, homeless, long term dependent on public assistance, refugees, and immigrants. The transitional jobs strategy concept of a paid work experience, short term in duration, with classes on conflict resolution, balancing work and family, strengthened by assistance with job search, retention and advancement is a model that can be replicated in various settings to achieve employment success.

Storrs, Mack A., Deborah Chassman & Jason Turner. (April 7, 2009). *Subsidized Employment Under the TANF Emergency Contingency Fund*.

This paper describes the provision for subsidized employment under the TANF Emergency Contingency Fund. It begins by providing an overview of the TANF related provisions of the American Recovery and Reinvestment Act of 2009 (P.L. 111-5) and goes on to specifically address how these provisions can be used to provide subsidized employment opportunities. The paper examines the use of subsidized employment models under TANF prior to the Act of 2009 and discusses the benefits of increasing their scope through the emergency contingency funds. The authors also discuss additional opportunities for subsidized and transitional work including utilization of existing state contractors, sectoral employment, temporary employment agencies, partnering with vocational rehabilitation, and partnering with Departments of Labor using ITAs.

A number of examples of subsidized and transitional employment programs are offered as examples and detailed information is provided regarding each program's design and expenditures. Appendix A of this paper provides a summary of key subsidized and transitional work program characteristics with examples of how various programs have opted to incorporate each characteristic.

TANF Emergency Contingency Funds. National Alliance to End Homelessness. Retrieved June 30, 2009, from <http://www.njaneh.org/blog/wp-content/uploads/2009/03/TANFEmergencyContingencyFund.pdf>

This brief offers an overview of the TANF Emergency Contingency Funds authorized under the American Recovery and Reinvestment Act of 2009. Under the law, these funds can be used to reimburse states up to 80% for provision of the following services: non-recurrent, short-term payments, basic assistance, and subsidized employment. The brief provides a definition and overview of each of these three services in detail, offering specific examples of ways in which funds can be used to provide these services. In terms of subsidized employment, this brief describes the importance of these programs given the current recession and their financial impact on the wages of participating families.

The authors note that states and local jurisdictions may need to revisit agency rules regarding eligibility for and caps on financial assistance in order to ensure that they reach families at the greatest risk. They also encourage TANF agencies to coordinate service provision with organizations working to serve similar populations, such as agencies implementing the Homelessness Prevention Fund (HPF), in order to maximize impact and ensure efficiency.

This brief concludes by encouraging local homeless advocates and policymakers to work together to examine how homeless families are using TANF resources, explore strategies to resolve identified barriers to the effective use of TANF resources, and maximize the use of federal resources in meeting the needs of families experiencing housing crises.

TANF Funded Microenterprises: A Tool for Self Sufficiency. Effective State and Policy Practice Vol. 1, No. 1. The Corporation for Enterprise Development. Retrieved July 2, 2009, from <http://www.cfed.org/publications/effectivePractice/TANF-Funded%20Microenterprise.pdf>

This bulletin provides an overview of TANF and discusses how TANF funds can be used to support microenterprises. The brief identifies six areas that program developers should explore when considering the use of TANF funding for microenterprises: 1) how TANF operates in the individual state of interest; 2) how self-employment is treated within a state's TANF system; 3) opportunities for influencing legislative and administrative environments; 4) the development of a strategic advocacy plan; 5) ways to incorporate microenterprise development services into the local welfare service delivery system; and 6) microenterprise programs that have the interest in and capacity to deliver TANF-funded microenterprise services. Each of these areas is explored in detail within the bulletin.

The bulletin also offers the following recommendations for TANF-funded microenterprise state policy: recognize self-employment and microenterprise development; design eligibility requirement to protect and support self-employment; support microenterprise programs in their effort to serve low-income entrepreneurs; encourage self-employment and microenterprise development; and provide medical and childcare benefits.

Transitional Jobs and TANF: Helping States Meet Work Participation Requirements and Helping Workers Succeed. National Transitional Job Network. Retrieved June 30, 2009.

This PowerPoint presentation is designed to help states develop transitional jobs programs. It offers an overview and history of transitional jobs programs, and identifies the key program elements as orientation and assessment, job readiness/life skills classes, case management support, transitional job/real work experience, unsubsidized job placement and retention, and linkages to education and training. This PowerPoint provides details regarding the average program's length and cost as well as information on participants' wages and work schedules. It also offers budgeting information and discusses programs' returns on investments. The State of Washington is offered as a model program, after which the PowerPoint concludes with a list of resources to support the development of TANF transitional jobs programs.

Urban Partnerships for Welfare Reform: National Academy: Engaging Employers and Supporting Workers in the Workplace (2006). U.S. Department of Health and Human Services, Administration for Children and Families and ICF International. Retrieved July 6, 2009, from <http://peerta.acf.hhs.gov/index.cfm?event=viewTopic§ionTopicID=56&topicId=17&tabtopic=17§ionId=12&nav=17>

Partnering with employers and support workers in the workplace is important to helping TANF participants reach stable employment opportunities. Participants at the Urban Partnerships National Academy discussed successful strategies and innovative programs for partnering with local employers. The discussions focused on providing guidance for improving collaboration, coordination, and collocation. The outcomes of the National Academy include a set of key program determinants and effective strategies for engaging TANF participants in work activities, ensuring TANF meets needs of low-income Americans, and improving self-sufficiency development among hard-to-serve populations.

A Tale of Ten Cities: Creating Welfare Reform Programs that Make A Difference (2006). U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance and ICF International. Retrieved July 6, 2009, from <http://peerta.acf.hhs.gov/uploadedFiles/Ten%20Cities.pdf>

The Office of Family Assistance, in partnership with ICF International, showcased the outstanding efforts of ten cities that implemented groundbreaking programs to meet the needs of families receiving Temporary Assistance for Needy Families (TANF). The *Tale of Ten Cities* outlines innovative efforts utilized in urban areas throughout the nation to create self-sufficiency for TANF participants. The publications lists a series of lessons from the field and recommendations for improving program outcomes for TANF programs and to help urban cities implement innovative, successful work-first TANF programs.

U.S. Department of Health and Human Services, Administration for Children and Families, Office of Planning, Research and Evaluation (HHS/ACF/OPRE). *Innovative Employment Approaches and Programs for Low-Income Families.* Retrieved July 2, 2009 from http://www.acf.hhs.gov/programs/opre/welfare_employ/inno_employ/reports/innovative/innovative_toc.html

This study examines innovative models used by states and localities to support low-income individuals and families, including those served under TANF, attain stable employment and wage growth. The report identifies 12 innovative approaches and highlights 51 programs to demonstrate these approaches.

The innovative approaches identified in this report are divided into four typologies: 1) service-focused employment preparation; 2) employment-based experience; 3) skill development; and 4) income and work supports. Service-focused employment preparation targets hard-to-employ populations by focusing on strategies to improve employability through a combination of employment services and targeted interventions. Employment-based experiences, which include subsidized employment and temporary employment programs, are identified as short-term subsidized employment programs offered in conjunction with support services or wage subsidies. Skill development programs tend to focus on increasing human capital and skill levels. And, finally, income and work supports include programs aimed at helping working families through post-employment assistance, financial incentives, and asset building strategies.

This study describes several trends that are important for policymakers and program administrators to consider when developing and evaluating these programs. First, many of the innovative programs combine elements from multiple models and are comprehensive in the services they provide. As part of this, there tends to be a focus on skill-development programs that are more accessible to participants and more tailored to meet employer needs. Additionally, many of the innovative programs focus more broadly on low-income individuals that include, but are not limited to, TANF participants. These programs tend to partner with multiple public and private-sector organizations and have strong involvement from the private sector. The financing of these programs often combines a number of public funding streams such as workforce development, postsecondary education, and TANF. Finally, the authors note that case management services appear to be an important component of innovative programs.

U.S. General Accounting Office. (July 2000). *Welfare Reform: Work-Site-Based Activities Can Play and Important Role in TANF Programs*. Retrieved July 6, 2009, from <http://www.gao.gov/new.items/he00122.pdf>

This GAO report reviews three primary areas of welfare reform as it relates to work-site activities: 1) the key characteristics of work-site activities that states and localities are using in their TANF programs; 2) the key challenges to implementing and administering work-site activities and ways to address such challenges; and 3) the available information regarding the effectiveness of work-site activities.

With regards to the characteristics, the nine work-site activities reviewed for this report are similar in their assignment of TANF participants to public or private sector employers; however, they differ in two distinct ways. First, the scope of these programs within the state's and locality's TANF programs vary greatly with some targeting all TANF participants who have not been able to find gainful employment and other only targeting participants who face multiple barriers to employment. Second, they differ in how closely they resembled welfare versus employment, especially in terms of how they provide participant payment.

The report identifies the following challenges to implementing and administering these programs, noting that many programs face multiple challenges: recruiting employers, engaging participants, addressing child care and transportation needs, and overcoming issues related to participant motivation. Finally, the GAO found that while the nine localities have outcome data on their TANF programs as a whole, data on outcomes for the specific work-site activities are often not available. Additionally, in the few instances when data are available they are not comparable across sites.

The study concludes with three primary recommendations for the U.S. Department of Health and Human Services: 1) require states to provide more information on the key characteristics of the work-site activities they are using; 2) use its regional offices, HHS-sponsored conferences, and other means to collect and disseminate information on promising work-site approaches; and 3) support evaluations to increase understanding of the effectiveness of various work-site activities.

Baider, Allegra & Abbey Frank. (May 23, 2006). *Transitional Jobs: Helping TANF Recipients with Barriers to Employment Succeed in the Labor Market*. Center for Law and Social Policy. Retrieved June 30, 2009, from http://www.clasp.org/publications/transitional_jobs_06.pdf

Baider and Abbey discuss the important features of designing successful transitional jobs programs aimed at serving TANF participants with barriers to employment. They report that these programs are successful due to their ability to offer paid work and skill development in conjunction with wrap-around services, typically provided through pre-placement assessments, life skills and job readiness training, work-focused case management, enhanced worksite supervision, job search and job placement activities, and support services such as child care.

Upon review of the current literature, the authors conclude that transitional jobs programs have positive impact on both employment and earnings. The qualitative benefits derived from the literature include earning a paycheck, working with an involved supervisor, and having a clear work plan. These benefits help participants gain transferable skills and develop a positive attitude about their future.

Based on their literature review, the authors make the following recommendations for the development of transitional jobs programs: build staff capacity to identify and address barriers to employment; design programs according to the needs of the positions served; develop a diverse array of transitional job placements in industries that are in demand; include an education and training component in program design; develop guidelines for the selection of participating employers and worksites; ensure adequate supervision at the worksite to help participants develop skills and address problems as they arise; develop strong job placement activities and employment retention services; improve communication and collaboration among program partners; and design and implement quality data systems.

Baider, Allegra & Elizabeth Lower-Basch. (April 6, 2009). *Making the Employment Connection: New Opportunities to Support Transitional Jobs Programs Using the TANF Emergency Fund*. Center for Law and Social Policy). Retrieved July 1, 2009, from <http://www.clasp.org/publications/newoppcontfund.pdf>

This paper focuses on ways in which transitional jobs programs can be developed and expanded under the new TANF Emergency Fund. Baider and Lower-Basch provide an overview of transitional jobs programs, their structure and core elements, and the populations they serve. They also identify the need for transitional jobs programs citing that these programs provide valuable work experience and a paycheck while also offering participants an opportunity to build a work history and have a current reference from an employer.

The paper goes on to describe the TANF Emergency Fund, its purpose, structure, limits, and how states can apply for funding. Allegra and Lower-Basch conclude by discussing the benefits of transitional jobs programs over other workfare programs, in particular, noting that the wages under transitional jobs programs are counted as earnings and can qualify participants for a number of tax credits.

Kirksick, Julie. (November 2002). *Transitional Jobs for Hard-to-Employ Adults and Youth*. Center for Law and Social Policy.

This PowerPoint presentation provides an overview of transitional jobs. It discusses the operational definition of transitional jobs noting that they are temporary, subsidized employment opportunities offered in supportive environments with support services. In addition to combining paid work with skill development and other services, these programs provide intensive case management.

The PowerPoint identifies the goals of these programs as providing a transition so that participants can secure unsubsidized jobs, providing services to communities without displacing regular workers, and providing work and income to those who cannot find work due to various barriers. Kirksick notes that the groups that can benefit from such programs are those with significant barriers to employment as well as those with limited work experience and skills.

In terms of scale, this presentation reports that since 1997 over 40 programs have been established, with Washington State operating the largest of them. At the time of this presentation between 5,000 and 7,000 individuals were being served throughout the country. Concluding with research from Mathematica, transitional jobs programs have demonstrated a 39-82% successful completion rate and an 81-94% employment rate for completers.

Work Experience Programs for TANF Recipients. Retrieved July 2, 2009, from <http://76.12.61.196/publications/workexperience.htm>

This Web site offers a catalog of written information on work experience programs as well as a list of contacts that can provide further information. Additionally, this site provides a few sentences on programs operating in six states around the county.

Center for Law and Social Policy. (December 8, 1999). *TANF Policies in Nine States: Implications for Microenterprise Initiatives.* Retrieved July 2, 2009, from https://www.policyarchive.org/bitstream/handle/10207/14033/TANF_policies_in_nine_states.pdf?sequence=1

This paper looks at the policy environments under which the Charles Stewart Mott Foundation operates its Microenterprise Development Initiatives for Welfare to Work, a three-year demonstration project involving state and local grantees in nine states. This paper compares states' policy decisions in key areas associated with microenterprise initiatives serving TANF families, specifically addressing the following areas: TANF spending in support of microenterprises; TANF work activities and participation requirements; state time limits; treatment of income; treatment of resources; and supportive services. Charts are scattered throughout the paper to provide easy access to comparable information among states.

Overall, the report concludes that policies in the nine states are both more and less supportive of microenterprise development than they were under AFDC. For example, more generous income and asset policies facilitate microenterprises, while rules related to time limits and participation requirements make it more challenging for individuals to participate in microenterprise trainings.

The paper identifies specific states that offer important policy examples in the areas of time limited policies, income budgeting policies, earnings disregard policies, policies related to waiving income and resources limits, and IDA policies. Overall, one of the greatest challenges to microenterprises identified in this paper is the fact that local administrators or individual case workers often make discretionary decisions regarding whether microenterprises are allowable activities. In order to bring more clarity to this issue, the authors encourage the development of formal policies and guidelines related to microenterprises.

Young, Melissa & Abbey Frank. (July 2004). *Transitional Jobs: Transitional Jobs Programs Break Through Barriers to Work*. Retrieved June 30, 2009, from <http://www.transitionaljobs.net/Resources/Downloads/TJProgramsBreakBarriers.pdf>

This fact sheet provides an overview of transitional jobs programs, noting that they serve people who are hard-to-employee such as refugees, at-risk youth, welfare recipients, people with disabilities, and individuals with criminal records. The focus of this piece is to identify the barriers often experienced by individuals served through these programs and highlight the success that these programs have in overcoming such barriers. Identified barriers include, but are not limited to: limited work experience, minimal education, depression, learning disabilities, unstable housing, and lack of transportation. Specifically, this fact sheet describes the target populations of five transitional jobs programs operating around the country drawing attention to the multiple barriers to employment they experience.