Work Ready

Program Policy and Procedures Manual

DEPARTMENT OF HUMAN SERVICES
PROGRAM YEAR 18-19

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ATTACHMENTS

SECTION 1 - INTRODUCTION

Program Overview

The primary goal of Work Ready (WR) is to serve families receiving Temporary Assistance to Needy Families (TANF) that are referred by the County Assistance Office (CAO) by providing an Intensive Case Management (ICM) program designed to help the client stabilize barriers that may hinder him or her from achieving self-sufficiency. This is accomplished through appropriate assessment, evaluation, services, and activities.

Eligibility Criteria

CAO staff will determine eligibility for the WR program and refer clients to WR based on CAO policy and procedures.

Individuals eligible for TANF, excluded from Diversion, mandatory to participate in work or work-related activities, or exempt from participation requirements may be referred to the WR contractor.

SECTION 2 – REFERRALS

Program Referrals

To increase the likelihood of initial attendance in the program, the WR case manager is required to attempt to contact the client prior to the appointment date. Programs are expected to have a specific plan for referral outreach available upon request. Programs with high referral rejections rates may be required to submit a corrective action plan.

Explaining the program, ensuring the individual knows where and when to report, and assisting in the removal of potential child care and transportation problems may lead to a higher referral to enrollment rate, and continued participation.

The provider should make every reasonable accommodation as business needs allow, accepting referrals every day of the business week.

WR programs may set their orientation start time; however, a client must be given every opportunity to report to the program, and he or she should not be immediately referral rejected if late for the program's orientation or scheduled appointment date. It is recommended that the program work with the CAO before referral rejecting a client. A client may also be enrolled in the program without physically reporting to the program. A program may contact the individual by phone and conduct a short orientation and discussion around a service plan which would allow for the client to be enrolled in the program.

In the case of employed individuals referred to WR for additional participation hours, case managers should make reasonable accommodations to meet with the client at a time that does not interfere with his or her scheduled work hours.

The WR provider must act on the CAO referral within 14 days of the referral date. Note: The referral date is not included in this count.

Project Referral Rejection Codes

If the client does not show up to the vendor within 14 days of the referral date or refuses to cooperate at day one of orientation, the WR service provider will referral reject the client with the appropriate code listed below.

Referral rejection codes will be used to track the reason a client's referral to WR is rejected prior to enrollment. The WR service provider must data enter these codes on the Commonwealth Workforce Development System (CWDS).

The following project referral rejection codes may be used with WR:

> Code 1 – Failed to report
> Code 2 – Refused to cooperate
> Code 4 – No Action Taken (System Generated)

Code 5 – Other
Code T – Referred in error
NOTE: All code 5 rejections must be duly narrated in CWDS and are subject to DHS review.

WR providers should use Direct Service Team (DST) meetings as an opportunity to discuss referral rejections; specifically, referrals rejected with Code 1 – Failed to report.

SECTION 3 - ENROLLMENTS

Initial Program Enrollment

The WR provider must enroll the client the date he or she reports to the program. Data entry of the client's enrollment in CWDS must be completed within three working days of the date of enrollment.

> Note: The date of report to the WR site is not included in this count.

To enroll a client in a WR service provider (Project Code WR), the WR service provider will enter a start date in CWDS. WR Service provider and its team will:

- Conduct a full-family assessment that will identify the barriers to employment and self-sufficiency;
- Coordinate with the client and their family to create a full family service plan that will help to stabilize barriers, promote job readiness / skills activities leading to employment, and provide the skills and tools to maintain self-sufficiency

After enrolling the client in the program, the WR service provider must open at least one activity code to track participation. **Under no circumstances is a client to have an open project with no open activity code**.

At the time a client is enrolled, the WR service provider will conduct a case review to become familiar with the client's background and situation. If available, the provider will review the information below:

- Agreement of Mutual Responsibility (AMR) with attention to:
    - ✓ Education level
    - ✓ Age of youngest child
    - ✓ Identified barriers
- Child care and transportation arrangements,
- Medical information, including physician, clinic, and hospital records (if applicable),
- Assessment and evaluations (physical, psychological, and functional capacity),
- DAP history,
- Work history,
- Family and social history focusing on household composition,
- Information regarding the client's current and past participation in employment and training (E&T) programs,
- Educational activities and the outcome of those experiences,
- Information regarding services the participant is receiving from other agencies/providers,
- Case narratives (if applicable),
- Any other pertinent information.

During the client's initial enrollment period, the provider will review the following:

- WR policies and client requirements, including hourly requirements;

- Provider's responsibilities, including their role in developing and monitoring the client's active service plan and progress through the program; and
- Authorization for Release of Information

Service Plans

A service plan will be developed by the provider and the client to address the needs of the client and his or her household. It will contain all recommended services, activities and supports, and will address all barriers and any concerns; this should include all barriers as listed on the AMR. The plan **must be updated every time the client's activities change.**

At a minimum an acceptable service plan must:

- Indicate specific goals,
- Identify barriers,
- Consist of an action plan that reflects these goals and barriers,
- Show the client's progress through the program (including specific activities, activity begin/end dates, and expected hours),
- Mirror the CWDS Service Record screens

To remain enrolled in WR, the client must agree to the terms of the Service Plan and sign and date the document at the time of completion, as well as at the time of any updates.

NOTE: Noncompliance with the Service Plan should be documented in the case notes and discussed at the local DST meeting.

NOTE: The WR service provider is to create Service Plans in CWDS using the Create Plan screen.

Pending SSI Approval

Some participants should be encouraged to apply for SSI. The provider should assist the client with all relevant steps for completion of an SSI application. Continued participation of the client while he or she is in the SSI application process is encouraged.

Medical Assessment Form (MAF) – PA 635

If a participant's MAF expires during participation in WR, the provider will request that he/she obtains an updated MAF. If the participant is determined to have full or limited employability, the participant may choose to continue to participate in WR or to be referred to another E&T program. If the participant chooses to remain enrolled in WR, failure to participate will result in termination from the program.

Determining Hours of Participation

All WR participants must participate in Intensive Case Management (ICM) based on their current life circumstances. A plan that provides flexibility in the need to meet some or all the client's core participation requirements must be developed in conjunction with the CAO through regularly scheduled DST meetings to go over client progress on an individual level. The CAO is responsible for contacting the client to update their AMR.

WR will ensure that the client participates in the program and will update the client's progress relative to the ICM plan weekly. The case manager must conduct weekly meetings with the client; at least two meetings per month must be in person. WR must identify and connect the client and their family to the appropriate community agencies that will address needs such as housing assistance, legal services, and education, advocating for the client when necessary to help them to achieve self-sufficiency. Additionally, WR will provide financial literacy, parenting, nutrition, and other life skills education to the client and their family.

WR will advocate on the family's behalf to determine when the family's barriers are sufficiently remediated or resolved, and the client is able to fully engage in the required participation hours. During the DST meeting, the case manager and CAO will discuss and agree upon the client's transition to the appropriate vendor, as well as any updates to either CAO or WR policy/activities that would result in a need to update promotional materials between the two entities.

Participation Hours

Core Hours: Required for all individuals who are mandatory to participate in Pennsylvania's E&T program, the Road to Economic Self-Sufficiency through Employment and Training (RESET).

Non-Core Hours: Available if additional hours are needed to meet the minimum work requirement after the required core activity hours are met <u>or</u> when all opportunities to participate in a countable core activity have been exhausted or are not available.

Barrier Remediation Hours (Activity Code 99): Time spent by WR participant as part of ICM, including weekly participant contacts, face to face meetings, and all participation in barrier remediation appointments and activities; Hours are tracked through Attachment H, Weekly Barrier Remediation Progress Report after each weekly case management meeting, and submitted via DocuShare monthly or at the request of DHS.

An individual can participate in more than one core activity to meet the minimum work requirement. Once the required number of core hours is met, an individual may choose to participate in any core or non-core activity.

TANF Monthly Sample

The monthly sample is the selection of actual cases that are submitted to the federal government as a part of the Federal TANF Data Report. This report is used to determine the Commonwealth's actual WPR.

SECTION 4 – EMPLOYMENT & TRAINING (E&T) ACTIVITIES

E&T Activity Codes and Descriptions

E&T Activity Codes will be used to track the activities the WR client is engaged in at any specific time. The provider will data enter the Activity Codes in CWDS. Multiple activity codes can be entered at the same time; however, the activity codes in CWDS and the activities listed on the Service Plan must agree.

The provider must enter participation hours after the client attends the service or activity and documentation is provided.

The activity codes that may be utilized in the WR are listed in the table on the following pages, along with descriptions of each code. Please note the designation of core or non-core for each activity, as well as durational time limits or important notes included as applicable.

E&T Activities Table

Activity	Code	Description	Core/ Non-Core	Durational Limits	Comments
Providing child care for a community service participant	6	The hours a TANF client spends caring for a child of another TANF client who is participating in a community service.	Core	None	
General Equivalency Diploma(GED)/High School - Preparation for GED (ONLY IF CLIENT IS UNDER AGE 22)	18	Educational activity offered by an accredited high school or GED provider.	Core	None	When the participant maintains satisfactory progress as determined by the educational provider, the client will receive credit for compliance with 20 hours per week of activity.
Community Service	20	Community Service must be unpaid work for the federal, state or local government, or a non-profit organization to increase skills and attain an employment history including AmeriCorps Vista Volunteer Community Service.	Core	None	CAOs determine number of hours per week allowed in this activity based on the Fair Labor Standards Act (FLSA). CAO caseworker is to note the number of hours on the client's AMR. Cannot exceed the maximum number of allowable hours calculated under the FLSA as determined by the CAO. If maximum hours allowable are < 20 hours per week, hours may be deemed up to 20 if the individual participates in community service for the maximum number of allowable hours. Community service hours may only be deemed to the CORE requirement. Community service is a beneficial activity available for clients who have a negligible work history or who live in communities where there is minimal employment.

E&T Activities Table (cont.)

Activity	Code	Description	Core/ Non-Core	Durational Limits	Comments
On-the-Job Training	22	On-the-job training provides public or private section employers with a wage subsidy for a negotiated period. On-the-job training programs require the employer to provide specialized training to the participant. To use subsidized employment as an activity, programs must enter into a written agreement with the employer.	Core	None	
Subsidized Employment	23	Subsidized employment provides public or private section employers with a wage subsidy for a negotiated period. Subsidized employment programs do not require the employer to provide special training to the participant other than that which any other employees in the same position receives. To use subsidized employment as an activity, programs must enter into a written agreement with the employer.	Core	None	

E&T Activities Table (cont.)

Activity	Code	Description	Core/Non-Core	Durational Limits	Comments
Vocational Education	14, 24	Vocational education provides training in specific occupational skills needed in the current job market.	Core	Skill/vocational training are a time limited TANF activities. Clients are limited to 12 months in a lifetime. However, PA allows for an exception period of an additional 12-month period, with the possibility of six-month extensions thereafter, of counting this activity as a core activity once the individual's initial 12-month lifetime limit has been exhausted. For this exception to apply the client must be enrolled in one of the 14 state universities or 78 approved career and technical school. (See Attachment G)

Clients receiving Extended TANF (ETANF) benefits cannot be placed in this activity; however, ETANF clients already in post-secondary education when they become ETANF may continue in that activity until the end of the current term or semester. | DHS stresses that the use of vocational education should be matched to specific career field and lead to a certificate or diploma that is accepted by area employers.

The school's study policy must be obtained and retained. This document identifies the number of study time hours expected by the school. A student can receive one hour of unsupervised study time for one hour of class time with no verification needed. Study time that is documented and monitored by the employment and training contractor or an accredited education provider can also be counted. Total study time hours, unsupervised and supervised, may not exceed the number of study time hours expected for the course as determined by the school's study policy.

Additional activities may be embedded within the curriculum and include Adult Basic Education (ABE), English as a Second Language (ESL) and GED. |
| Paid Work Experience | 26 | PWE is an opportunity for clients to enhance workplace skills and employability. PWE is subsidized employment. | Core | Current DHS regulations allow this activity for a maximum of six months in an individual's lifetime with the following exceptions. PWE may be extended if an individual has a disability covered under the provisions of the ADA or if an individual must withdraw from PWE for good cause such as injury. | |

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E&T Activities Table (cont.)

Activity	Code	Description	Core/ Non-Core	Durational Limits	Comments
Unsubsidized Employment	33	Unsubsidized employment is full or part-time employment, including self-employment, in which neither the employer nor employee receives a subsidy from TANF or other public funds. The program must document the job start by obtaining a copy of a pay stub or a letter from the employer on company stationery.	Core		
Vocation-Specific Work Experience (VWE)	51	VWE is DHS-funded work experience, which is directly related to an individual's field of study during their enrollment in vocational or post-secondary education.	Core	None	As in many adult education models, it is important that classroom theories are applied in a "real life" environment to ensure that students can more readily connect theory and practice, which results in helping them become more employable.

VWE is intended to offer the individual the opportunity to apply their current course of vocational or post-secondary education in a vocation-specific work setting. |
| Barrier Remediation | 99 | Time spent by WR participant as part of intensive case management, including weekly participant contacts, face to face meetings, and all participation in barrier remediation appointments and activities | N/A | None | Hours are tracked through Attachment H, Weekly Barrier Remediation Progress Report, and submitted via DocuShare after each weekly case management meeting. |

E&T Activities Table (cont.)

Activity	Code	Description	Core/ Non-Core	Durational Limits	Comments
English as a Second Language (ESL)	11	ESL is part of a training plan specifically designed to improve the individual's English language proficiency needed to compete successfully in the current job market. The ESL curriculum focuses on vocabulary and reading assignments which relate to the participant's current plan for obtaining employment.	Non-Core	None	
Adult Basic Education/Literacy (ABE)	12	ABE is designed to increase literacy and computational levels consistent with employment goals.	Non-Core	None	The educational activity must be embedded with other skills training activities that have been determined necessary to meet the goals set on the participant's Service Plan.
GED/High School - Preparation for GED (FOR CLIENTS AGE 22 OR OLDER)	18	Educational activity offered by an accredited high school or GED provider.	Non-Core	None	As a non-core activity, only actual attendance hours may be counted towards participation. GED participants can have hours met if they are referred from the CAO with Good Cause code 74 and are complying with the GED/HSE program policy. Refer to Attachment I: OPS MEMO 19-01-02, for details.
Non-Core Vocational education for a client without a high school diploma or GED	34	Vocational Education provides training in specific occupational skills needed in the current job market.	Non-Core	None	This code is for clients without a high school diploma or GED.
Non-Core Vocational education for a client with a high school diploma or GED	35	This code is for clients with a high school diploma or GED. Vocational Education provides training in specific occupational skills needed in the current job market.	Non-Core	None	

E&T Activities Table (cont.)

Activity	Code	Description	Core/ Non-Core	Durational Limits	Comments
Job Skills Training Directly Related to Employment	38	Job skills training directly related to employment is formal training provided by a contracted employment and training vendor, that is specifically designed to improve an individual's skills on the job and may include continuing education or job skills courses.	Non-Core	None	

Activity Closing Codes

The provider is required to data enter an appropriate activity closing code when ending the client's participation in the activity.

The code used to terminate will indicate the completion of the activity and must be entered before terminating the project in CWDS.

> **NOTE:** All activities and sub-projects must be end-dated before a termination code can be data entered on the Edit Participant Case Details Screen to end the client's project enrollment.

The following activity closing codes may be used with WR activities:

Activity Closing Code 1 – Not Complete
Activity Closing Code 9 – Complete

The CWDS service record should accurately represent a client's scheduled activities. If a client no longer has scheduled days of participation in an activity, the activity should be closed. The activity can be reopened when additional hours of participation are needed to meet ACR requirements.

SECTION 5 – PROGRAM ATTENDANCE & RECORD KEEPING

Attendance Documentation

Barrier Remediation

Barrier Remediation hours must be verified through the Weekly Barrier Remediation Progress Report (Attachment H). This form will be completed at each case management meeting. Multiple barriers will be tracked through this form. Progress notes for each barrier should be notated. Any barriers which are completed should be explained in the final field on the form. The final field on the form should be left blank when no barrier remediations are accomplished. The form should be completed weekly after each case management meeting has been conducted and submitted via DocuShare monthly or at the request of the Department. A paper copy should be retained in the participants case file.

All Other Activities

Participation hours in all other activities (unpaid work activities) must be verified by the WR weekly attendance forms, vocational education/skills training weekly attendance forms, community service weekly attendance forms (PA 590), and/or any other weekly attendance form deemed acceptable by DHS.

To ensure attendance documentation meets minimum requirements and to avoid the need for potential clarification during the monitoring and/or TANF sampling processes, it is recommended that the WR provider use the DHS approved WR weekly attendance form to verify participation hours.

When a client participates in community service or vocational education at a location other than the WR site, the provider is required to collect documentation from the third party documenting the activities in which the client participated. To ensure continued participation in off-site locations, it is recommended that documentation be collected weekly. Clients participating in activities at the WR site must complete and sign the WR attendance sheet, along with the case manager.

Community Service

Specific forms need to be completed by the client and community service site when a client is participating in community service (Attachments B, C and D). The maximum number of allowable hours that a client may participate in community service should be documented by the CAO. Please reference comments under Community Service under Section 3, Activity Codes.

Vocational Education

Hours of participation may be verified using one of the following methods:

1) An instructor, or other college personnel such as, but not limited to, a staff member in the registrar's office, financial aid office, or academic department, may verify hours of participation on a weekly basis, at the minimum. Signatures may be physical or electronic.
2) The contractor case manager may sign the attendance form to verify hours of participation only when there is ongoing contact with the student or when adequate evidence is provided that the student is making satisfactory progress.
    a) Ongoing contact is defined as weekly contact with the student.
    b) Adequate evidence of satisfactory progress could include:
        i. Electronic communication with the instructor or college personnel to verify that the student is attending class or completing required assignments on a weekly basis.
        ii. Weekly progress reports from the college.
        iii. Documentation of expected assignments and confirmation of completion and submission of assignments on a weekly basis.
    c) Satisfactory progress is defined as meeting the college's expectations to remain enrolled in the college the following semester.
3) Electronic time sheets, time clocks, swipe cards, or telephone time and attendance sheets to verify the hours of participation listed on the attendance sheets.

The school's study policy must be obtained and retained. This document identifies the number of study time hours expected by the school. A student can receive one hour of unsupervised study time for one hour of class time with no verification needed. Study time that is documented and monitored by the employment and training contractor or an accredited education provider can also be counted. Total study time hours, unsupervised and supervised, may not exceed the number of study time hours expected for the course as determined by the school's study policy.

NOTE: Study time does not apply for GED, High School or ABE activities.

Vocational Education provided by the WR Vendor

All vocational education activities conducted in-house, whether designed to provide a certification or not, must be matched to career fields within the general labor area.

Vocational education activities conducted in-house must be accompanied by a curriculum that has been submitted to and accepted by the Bureau of Employment Programs (BEP) prior to implementation. If changes are made to the approved curriculum, the updated curriculum must be re-submitted for endorsement to BEP 10 days prior to implementation. Curriculums should be submitted to the WR Resource Account, RA-BOPWRPOLICY@PA.GOV.

Employment

Employment hours must be verified through paystubs, documentation from the employer, DHS approved Employment Verification Form (EVF) or The Work Number (or similar service). Documentation must include at least monthly income verification to determine if the client met the performance standards for placement and retention. Hours entered must be verified and cannot be projected based on a single pay stub.

Absences

Excused Absences

Clients engaged in unpaid work activities may be given participation credit for excused absences. A client may receive excused absence credit for up to 16 hours in a federal month and no more than 80 hours of excused absences within a rolling 12-month period, excluding DHS recognized holidays.

For a client to receive credit for excused time they must have been scheduled to participate on the day of the absence. Credit may only be given for the number of hours the client would have been scheduled on that day. For example, if a client is scheduled to participate in Activity 24 from 9 a.m. to 12 p.m. on Monday but is excused for a medical appointment during that time, she may be credited with three hours of excused time.

When available, the provider is to collect documentation from a 3rd party describing or documenting the reason for the absence. If third party verification is not available for an absence, WR is to document the reason for the use of excused time in the case narrative and list the time as excused on the WR attendance sheet.

Clients can be excused from participation for the following reasons:
- Medical appointments for the client or dependents
- CAO appointments
- WIC appointments
- Legal appointments
- School appointments, including school events
- Counseling appointments
- Housing appointments
- Obtaining child care
- Child support appointments
- Obtaining birth certificates
- Obtaining documents needed for eligibility for DHS programs
- Obtaining transportation
- Other appointments deemed necessary by the contractor

The use of excused absences should be discussed with the client; the client should be notified of the excused absence hours used and hours remaining.

An excused absence tracking log should be completed and kept up to date.

For working clients, paid annual, sick, or Paid Time Off (PTO), as reflected on a client's paystub or pay statement may be included in the number of hours tracked for that time.

Holidays

Clients receive credit for participation on the following days recognized by DHS as holidays: New Year's Day, Martin Luther King, Jr.'s Birthday, Presidents' Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, and Christmas Day.

For clients to receive credit for holiday time, they must have been scheduled to participate on that day. Credit may only be given for the number of hours the client would have been scheduled.

Make-Up Time

For clients that do not meet their required number of hours in any week, the provider is required to develop a plan for the client to make-up the hours during the month in which the hours were missed. If clients are unable to make-up hours within the month, they should still be encouraged to make-up missed hours.

Make-up plans should be developed between the client and case manager within a week of missed absence. The plan should be maintained in the case record.

Providers should consider developing a make-up plan as opposed to using excused absence time when feasible.

Data Entry

Providers may have their own data information system to track program referrals, rejections, enrollments, participant data, activities and terminations. However, CIS, CWDS and DocuShare are the official data systems that DHS will use to validate a client's activities and evaluate achievement of outcomes. Providers hired to perform data entry are required to attend CWDS training.

DHS has instituted restrictions on timeframes for the data entry of client information into CWDS. These restrictions are necessary to ensure the timely transfer of information from CWDS to CIS, federal and state reporting purposes, and timely action by CAOs affecting clients' eligibility for benefits or continued participation in WR. The provider must complete data entry into CWDS as follows:

- Hours of participation can be data entered into CWDS based on the attendance form. Data Entry can then be reconciled when the verification is received.

- For all activities other than AC33 – activity and hours must be entered and, if needed, updated by 15th of the month after the month of participation; e.g., July hours must be entered by August 15.

- AC 33 – activity must be entered by the end of the month following the month of participation and hours must be entered and, if needed, updated by the end of the second month after the month of participation; e.g., July hours must be entered by August 31 and can be edited until September 30.

Mathematical rounding will be utilized to round clients' hours: round down to the next whole hour if the fraction is .49 or below and round up to the next whole hour if the fraction is .5 or above. Mathematical rounding will be instituted at the end of each week per activity.

Providers must promptly and correctly data enter information into CWDS. It is essential to capture all client activity hours towards meeting federally mandated TANF participation requirements.

All information entered into CWDS must match the information on the WR attendance sheets (Attachment A). All service providers must develop a data reconciliation process to ensure that all information in CWDS is accurate.

If the client's TANF closes for any reason, the system will move the client from the enrolled screen to the 45-day hold screen in CWDS. If the client volunteers to remain in WR, the provider is to move the client onto the "Extended Hold" Status and to continue to enter hours for the client under all appropriate activity codes.

> **NOTE:** Providers may refer to the CWDS manual for further information on the operation of the CWDS system. Data entry questions can be directed to the CWDS helpdesk at
> 1-866-236-6297.

> **NOTE:** TANF closing may impact the client's eligibility for Special Allowances and should be discussed with the CAO.

Participation Requirements

All mandatory participants referred to WR will be assessed at the vendor within the first three days of enrollment. The vendor will assess enrollees' career experience, job skills, essential work place skills, and overall employability in the short term. The outcome of the assessment will determine if a participant needs more intensive case management.

Participants who have a low to moderate need in the development of job and essential work place skills or have a low level of need for remediation of barriers are expected to meet their core/non-core activity hours as defined by the CAO on their AMR.

> NOTE: This may include mandatory participants who would otherwise be referred to EARN because they are job ready but cannot be due to their exhaustion of the annual transportation limit.

In the development of Individuals Service Plans (ISP), the provider is strongly encouraged to build a reasonable, achievable plan with the participant that is interactive, and promotes ownership and commitment to the individual's success. Emphasis should be placed on the development of the individual's strengths and positive attributes, while working within the confines of the allowable participation activities. Individuals should understand how the activities in which they are engaged will help move them closer to their goals and eventual transition to the EARN program where they will work to secure and retain employment.

As one of the directives of the WR program is to help participants learn problem solving skills so they can help themselves, the provider should concentrate heavily on the development of essential work place skills including, but not limited to:

- Arriving on time to scheduled activities, interviews and other appointments
- Customer service
- Selecting work appropriate clothing
- Getting along with co-workers
- Getting along with supervisors
- Accepting direction
- Accepting criticism
- Willingness to learn new tasks and skills
- Working through arguments and disagreements in the workplace
- Communication skills
- Reading and math skills

Participants will be positively terminated from the WR program and referred to the CAO for referral to an appropriate employment and training program upon meeting the following criteria:

1) Completion of the participant's goal(s) as initially defined on his or her service plan.
2) The individual can easily be assessed as employable in the short-term, meaning that upon referral to EARN, they could be expected to obtain employment within six to nine months of enrollment.
3) The individual has at least a reasonable grasp on the essential work place skills listed above.

Participants may also be positively termed from the program at any time that they gain employment that meets their WPR requirements.

WR Case Record Requirements

The provider will create a confidential WR Case Record. The WR Case Record must be kept in a secure location with limited accessibility. Staff not associated with the WR case may not have access to the WR case record or narrative.

The provider will document the following in the WR Case Record narrative:

- Date, time, and location of all WR related contacts,
- Purpose and outcome of all WR related contacts,
- Any changes in the client's conditions or circumstances,
- Solutions offered and the client's responses,
- Services and supports requested or provided,
- Pertinent information received from the CAO,
- Any other relevant information.

NOTE: The providers are encouraged to document their narratives using the CWDS Create Case Progress Notes screen. Additionally, it is suggested to identify case notes with specific topics, for example "Incentives."

The following documents should be maintained in the client's file and must be available for upload on DocuShare for validation purposes.

- AMR
- Service Plan
- Weekly Barrier Remediation Progress Reports
- Attendance Sheets, including make-up plans
- Excused Absence Logs
- Release of Information Form
- Employment Verification Form (EVF)
- Other Relevant Information

All documentation with the client's signature must be kept in paper format. Documents must be retained for a period of seven years.

Internal Data Reconciliation

The WR program is evaluated based on CIS and CWDS information; therefore, it is imperative that the contractor schedule time at least once a month to reconcile the data found throughout all systems and case files used by the contractor to ensure the accuracy of the data used to track participants.

The CWDS Enrollment, Closings and Contractor History Reports must be accessed and utilized for reconciliation purposes.

At a minimum, the following data elements must be consistent in all the data systems.	Critical data that must match across all reporting systems.
Client Information System	Project begin and end dates
Commonwealth Workforce Development System	Activities, including begin and end dates
Case Record	Time and attendance information. Employment information (employer, job start and end dates, medical information, wages, etc.)

SECTION 6 – TERMINATIONS

Project Terminations

Project termination codes primarily reflect program outcomes, including whether the client secured employment. The WR service provider must include the reason for termination in the narrative of the client's case record.

Termination codes 3, 5, and 7 must be data entered with in three working days of the date of decision to terminate. For clients terminating with employment retention codes 1 and 8, the termination date may date back to the final day worked which completes the participants first full pay period having met a rate of 20 hours week (or 30 hours a week for 30-hour participants).

Clients who miss three consecutive scheduled days of program activity and who do not report on the fourth day must be terminated from the program. Clients who report at any time on the fourth day should not be terminated.

Clients must be expeditiously terminated when attendance falls below acceptable levels.

The CAO and contractor members of the DST can decide jointly to terminate an underperforming client even if attendance does not warrant it under the three-day absence rule. Alternatively, if it is determined by the CAO that a client who missed three or more consecutive scheduled days or fell short of their required hours would benefit from remaining in the program, and there is a plan of action with the client for him/her to be re-engaged immediately, the client may be retained in the program. The plan of action should include using excused and/or unexcused absences and make-up time to remain within a reasonable level of compliance with their AMR. This should be noted in the contractor's case narrative and the decision documented by the CAO. In no circumstance should the contractor make the decision to retain the client without approval from the CAO and contact with the client.

When a client moves out of his or her county of residence, the WR provider must terminate the project.

Project Termination Codes

Termination Type	Code	Clarifications
Part-time Employment. Client obtains employment for 20 to 29 hours per week.	1	The termination date may date back to the final day worked which completes six-month retention period as verified by paystubs.
Full-time Employment. Client obtains employment for 30 hours or more per week.	8	
Obtains SSI/RSDI. Client is approved for SSI/RSDI.	J	
Withdraws or Terminates Without Good Cause. Clients who withdraw from the program without **medical** good cause, as well as, clients who fail to comply with the contractor's absence policies. This includes clients who are terminated from the program for missing three consecutive scheduled days of activity and who do not report on the fourth day. It also includes participants who have been placed but terminated without meeting retention requirements.	3	Good cause is determined by the CAO after the client is terminated. Use code 3 unless the CAO determines **at the time of termination** that good cause will be granted, at which time code 7 is appropriate.
Completion of plan AMR activities with no employment. Clients who have successfully completed the WR Program and are transferred back to the CAO or to the EARN program.	5	
Other. Client's reason for termination does not fit other termination codes listed here.	7	

SECTION 7 – PROGRAM PERFORMANCE REQUIREMENTS

Performance Standards

There are performance and accountability measures to assess the effectiveness of the program during the monitoring review period.

The performance and accountability measures will include:

1) The percentage of participants who have completed a full-family assessment plan within 5 days of enrollment must be at least 80 percent.

2) The percentage of participants who have completed a full-family assessment who complete 4 case management meetings, including 2 in-person meetings, per month must be at least 80 percent.

   o Weekly meetings will be conducted to complete the Weekly Barrier Remediation Progress Report, explaining the progress the client is making through addressing their barrier(s). All Weekly Barrier Remediation Progress Reports will be uploaded to DocuShare for BEP record keeping purposes and review.

3) The percentage of clients with a referral to an appropriate barrier remediation activity within 30 calendar days of WR enrollment is at least 80 percent.

   o The referrals will be validated by the information submitted on the Weekly Barrier Remediation Progress Report (Attachment H).

4) The percentage of participants who have successfully completed activity (activities) in CWDS (Activity Termination Code 9), and/or successful completion of any barrier remediation activity, is at least 80 percent.

   o The completion of the activity will be validated through CWDS reports, and by the information submitted on the Weekly Barrier Remediation Progress Report (Attachment H).

5) The percentage of participants who have successful outcomes from the WR Program through barrier remediation /stabilization should add up to at least 50% of clients served.

   a. Successful outcomes will be identified by the following:

Termination Code	Description
Code 1	Participant obtains employment for 20-29 hours per week.
Code 8	Participant obtains employment of at least 30 hours per week.
Code 5	Participants that transition successfully to EARN, KEYS, or another appropriate Employment & Training program; or TANF closing due to change in circumstances based on identifiable factors, leading to participants self-sufficiently.
Code J	Participant obtains SSI/RSDI benefits.

b. Unsuccessful or neutral participant outcomes will be identified by the following:

Termination Code	Description
Code 3	Participant withdraws or terminates without good cause. Clients who withdraw from the program without medical good cause, as well as, clients who fail to comply with the contractor's absence policies.
Code 7	Client's reason for termination does not fit other termination codes listed here.

For measuring the level of success of the new case management pilot program implemented by the grantee for the period January 2019 through June 2019, the Department has established performance baseline data measuring performance outcomes for the period January 2018 through June 2018. The comparison and analysis at the end of the six-month trial period of the outcomes, as defined above, may determine future contract considerations, and continuation of the newly implemented program design.

All the above listed goals will be scored on a satisfactory or unsatisfactory basis. The program's performance will be based on the above listed goals, as well as other factors such as, but not limited to, timely response to DHS requests, timely and accurate data entry, accurate weekly attendance sheets, appropriate use of activity codes, proper documentation in files and documentation of case management contacts.

Monitoring

DHS will monitor the providers through review of data systems, as well as site visits to review program compliance. DHS will also conduct training and information sessions with the service providers.

Providers that do not meet minimum outcomes and expectations will be asked to submit a corrective action plan addressing the deficiencies within 15 days of notification of the deficiencies. Regular progress reports on actions to correct the deficiencies will also be required.

Providers that have multiple areas of deficiencies or those who do not show progress as a result of the corrective action plans are at risk of being placed in remediation status. Service providers in remediation status will have additional expectations for corrective action activities. These include participation in meetings to plan and review progress, reduction of funding or funding termination.

SECTION 8 – PROGRAM OVERSIGHT

Client Incentives

Client Incentives are positive reinforcements to promote client participation. Incentives are not based on need, but instead based on the client meeting an objective or standard.

The provider must maintain a list of all incentives issued that includes at a minimum the following information: amount and type of incentive issued, name of individual receiving incentive, date issued and reason for issuance of incentive. All incentives given to a participant should also be recorded in the CWDS case narrative.

Supportive Services

Providers will not issue special allowances to clients. Clients may continue to be eligible for CAO issued special allowances. The provider may assist the clients in making the request for supportive services from the CAO.

Confidentiality

All clients must be assured that the personal data they provide will be confidential.

The provider will keep client information obtained from the client or other sources confidential. It will only be released upon the client's written approval, obtained on DHS approved Authorization for Release of Information Forms (Attachment E), and only for the purpose specified by the client.

The Health Insurance Portability and Accountability Act (HIPAA), the privacy regulations at 45 CFR, Sections 160-504 and 164.530 indicate that all personal health information should be retained for a period of seven years. All WR information should be kept for a period of seven years, after which the information should be shredded.

Limited English Proficiency (LEP)

Each provider will provide or arrange for the provision of adequate interpretive services for all WR services and activities.

Americans with Disabilities Act of 1990 (ADA)

The ADA prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation. It also mandates the establishment of TDD/telephone relay services. All contractors must comply with the ADA.

Local Management Committee (LMC) Meetings

The frequency of the meetings is to be determined locally. However, service providers must cooperate with their local partners. All local E&T program providers should be encouraged to attend, as this meeting is responsible for the coordination of operations and services provided in the local areas to public assistance recipients.

Direct Service Team (DST) Meetings

The frequency of the meetings is to be determined locally; however, service providers must cooperate with their local partners.

Contacts

Questions regarding WR program policy should be addressed to the Bureau of Policy at RA-BOPWRPOLICY@PA.GOV.

Questions regarding WR program monthly sample monitoring should be addressed to the Bureau of Program Evaluation at RA-BPE-DPI@PA.GOV.