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**Field Operations Memo 2009-45**  
**July 31, 2009**

**To:** Transitional Assistance Office Staff  
**From:**  John Augeri, Assistant Commissioner for Field Operations  
**Re:** TAFDC – Competitive Integrated Employment Services (CIES)  
Procurement and ESP

**Background** The Competitive Integrated Employment Services (CIES) procurement is an EOHHS Secretariat-wide initiative from which participating Departments (including DTA) will use to purchase an array of services to support applicants and clients (hereafter referred to as clients) in obtaining work and reaching self-sufficiency. Under the CIES procurement process, vendor contracts are scheduled to begin August 1, 2009.

Field Operations Memo 2009-35 informed TAO staff about procedures to use during the month of July when working with clients impacted by the CIES procurement process. These clients were either work program required (having reached the end of their 60-day work search period), work program sanctioned (and trying to cure the sanction) or clients who wanted to participate in a non-ESP funded activity.

**Purpose of Memo**

This Field Operations Memo informs TAO staff about:

- changes to ESP activities as a result of the CIES procurement process;
- which clients are best served by the new activities;
- prioritizing referrals to ESP activities as a result of the CIES procurement; and
- changes to Transportation payments for Employment Ready clients.

An upcoming Field Operations Memo will inform TAO staff about the vendors awarded contracts and the services they will provide to each TAO.

**Desk Guide**

Attachment A is a desk guide to help case managers refer clients to the appropriate new components/activities. This will also be available on Policy Online as an online guide.

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**Activities Not Impacted by CIES**

The following components are not impacted by the CIES procurement process:

- Basic Education;
- Post-secondary Education;
- Community College programs;
- Advanced Degree programs;
- Young Parents Program;
- Full Employment Program (FEP);
- Non-ESP funded activities (including self-directed job search/job readiness); and
- TAFDC Community Service.

**Note:** Activities offered by Office of Refugees and Immigrants (ORI) are also not impacted by the CIES procurement process.

Referrals to these components should continue to be made following established procedures found in *A User's Guide: Transitional Assistance Programs and BEACON*, Chapter XII, Section A.

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**Activities Impacted by CIES**

The following component/activity has been eliminated by the CIES procurement process:

- “Post Employment Services.”

The following components/activities are being replaced by the CIES procurement process:

- “Job Search/Job Readiness”;  
**Note:** ORI and self directed job search/job readiness is not being affected.
  - “Skills Training Services”;
  - “Supported Work”; and
  - “Vocational Rehabilitation Services.”
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**Activities  
Impacted by  
CIES**

The following components/activities are being created by the CIES procurement process:

- “Employment Ready”;
  - “Employment Training and Education”;
  - “Employment Supports” with the component/activities of “Employment Support Services” and “Employment Supports Work”;
- and

**Note:** Case managers who enroll clients in the Employment Supports Work activity must have a job entered on BEACON for the client and place the client on Monthly Reporting.

- “Enhanced Employment Supports.”

**Important:** Referrals to “Enhanced Employment Supports” should be limited to clients with significant barriers to employment.

Clients should be referred to these activities following the guidelines found in the remainder of this memo. Referrals to these activities can be made following established procedures found in *A User’s Guide: Transitional Assistance Programs and BEACON*, Chapter XII, Section A. Case managers should only refer clients to the resources listed on BEACON for CIES components/activities. Referrals to these components/activities must be made following the guidelines of this memo.

To assist TAO staff in matching clients with the appropriate activities, a description of current ESP activities including an explanation of which clients are best served by the activity has been compiled for this Field Operations Memo.

Case managers are reminded that several activities may be appropriate referrals based on a client’s ESP needs. If the case manager and/or client are having difficulty determining the appropriate activity the client should be referred to, the case manager should consult his or her supervisor, the Full Engagement Worker or the vocational specialist (in TAOs where vocational specialists are available).

Central Office will generate a list of clients meeting the criteria of these new activities and send this list to TAOs to help TAO staff in matching clients with the most appropriate activities.

To learn more about these component/activities, vendor site visits to TAOs are also being planned for TAO staff.

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**Referrals to  
“Employment  
Ready”  
Component/  
Activity**

Population Best Served:

TAFDC clients (including those in an extension) age 20 or older who:

- ✓ have a current or recent work history (employed within the past two years) and
- ✓ have a high school diploma, GED or higher education degree or
- ✓ have completed either a Skills Training activity or a Supported Work activity.

Component/Activity Description:

The component/activity is designed to help clients adapt to the work environment and to the job search process in a structured and supportive atmosphere. It is geared to serve individuals who have work experience or who are returning to the labor market after an absence of not more than two years. Employment Ready is a program that helps participants obtain and maintain employment. Employment Ready is an intensive 20-30 hour per week activity. The duration of the activity will vary by provider. It includes job readiness, job search skills instruction and practice, case management and staff directed job search activities in a comprehensive supportive delivery system that leads to successful job placement. It may also include a skills training activity.

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**Transportation  
for Eligible  
Employment  
Ready Clients**

The following procedure should currently be followed when giving transportation services to Employment Ready clients:

- ✓ If the client is participating in self-directed Employment Ready activities, follow the procedures on page 6 of Field Operations Memo 2008-56 D; or
- ✓ If the client is participating in Employment Ready activities from a vendor, issue a Transportation payment from the ESP Transportation windows on BEACON.

Clients who request transportation services for all other eligible ESP components should be issued a Transportation payment following established procedures found in *A User's Guide*, Transitional Assistance Programs and BEACON, Chapter XII, Section C. An upcoming Field Operations Memo will inform TAO staff about changes to the transportation services payment process.

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**Referrals to  
“Employment  
Training and  
Education”  
Component/  
Activity**

Population Best Served:

TAFDC clients (including those in an extension) age 20 or older who:

- ✓ have a work history (employed between the past two to five years); and
- ✓ have not used more than 11 months of the 12 month lifetime limit for education and training; and
- ✓ may or may not have a high school diploma or GED.

Component/Activity Description:

The component/activity is specifically designed to serve clients with **minimal** barriers to employment.

Range of services include: initial activities which are predominantly short-term (average 4-12 weeks in duration). Examples of such activities include: Business Skills Training, Certified Nurses Aide (CNA), Child Care Training, Clerical Training, Computer/Data Entry Clerk, Customer Service, Dental Assistants, Electronics Assembly, Food Services, Home Health Aide, Legal Secretary, and Medical Office Skills. Clients may then be placed in work sites where they can earn wages.

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**Referrals to  
“Employment  
Supports”  
Component/  
“Employment  
Supports  
Services” and  
“Employment  
Supports Work”  
Activities**

Population Best Served:

TAFDC clients (including those in an extension) age 20 or older (or under age 20 and have a high school diploma or GED) who:

- ✓ have used 12 months of the lifetime limit for education and training with a limited work history (employed between the past two to five years); or
- ✓ does not have a work history but does have a high school diploma or GED; or
- ✓ does not have a work history or high school diploma or GED; or
- ✓ have started but never completed a Skills Training activity or a Supported Work activity.

Component/Activity Description:

The component/activity is specifically designed to serve clients with **moderate** barriers to employment.

Range of services include: initial activities which are short-term (average 4-12 weeks in duration). Depending on the vendor, clients will then likely be placed in highly supportive work sites where they can earn wages in addition to receiving a reduced TAFDC grant while transitioning into an unsubsidized job. The program components include Employment Supports Services, Employment Supports Work, Job Placement, Employment/ Retention services, and follow-up services.

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**Referrals to  
“Enhanced  
Employment  
Supports”  
Component/  
Activity**

Population Best Served:

TAFDC clients (including those in an extension) age 20 or older who:

- ✓ have significant barriers (including a documented learning disability) that impact their ability to work.

Component/Activity Description:

The component is specifically designed to serve clients with **significant** barriers to employment.

Providers utilize an individualized approach that assists clients in reaching self-sufficiency through comprehensive assessment, job placement with initial employment services and ongoing support services. The initial activities are short-term (average 4-12 weeks in duration). Clients who have been unable to meet the criteria of other ESP programs or who have been unsuccessful in those programs may be appropriate for the more intensive services offered to obtain and maintain employment.

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**Referral Protocol  
for CIES  
Component/  
Activities**

The following protocol should be followed when making referrals to these components/activities.

When it has been determined which component/activity the client will be referred to, the case manager must:

- go to the Resource Search window accessed from the “ESP Referral Disposition” window, click on the Resource Search pop-up box, select a Resource from the window and make a referral using the *Referral and Response* form; and
- refer the client to **one** vendor providing the chosen component/activity by highlighting and selecting the appropriate activity to populate the Status drop-down box with the status of “Pending.”

**IMPORTANT:** If clients need referrals to multiple activities at the same time to meet their work program requirement, multiple referrals can be made but must be dispositioned following instructions in this memo.

The client must then take the *Referral and Response* form to the ESP vendor for follow-up and enrollment.

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**Enrolling Clients  
in any ESP  
Activity**

When a client returns to the TAO with verification that he or she has been accepted into the ESP activity, the case manager must:

- complete the windows in the ESP Assessment workflow;
- click on the “ESP Services Member List” window and select the client for whom an ESP enrollment or services are requested;
- on the “ESP Referral Disposition” window, highlight and select the activity with a status of “Pending”;
- in the Status drop-down box, change the status “Pending” to “Accepted”;
- on the “ESP Activity Disposition” window, highlight and select the activity with a status of “Pending”;
- change the status to “Accepted”;
- enter the “Planned Start Date” and “Planned End Date” from the *Referral and Response* form in the appropriate fields on the “ESP Referral Disposition” window;
- click on the “Primary” check box, if applicable;
- click on “Update.” This will activate the “Attendance Plan” button;
- fill out the Attendance Plan with the hours from the *Referral and Response* form. Propagate the Base Plan;
- complete the EDP Disposition windows to make the EDP active;
- if eligible, authorize support services (child care and transportation) by completing the “Child Care” and/or “Transportation” sections of the ESP assessment.

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**Clients Not  
Accepted into  
Component/  
Activity**

If the client is not accepted in the component/activity, the case manager must immediately disposition the referral with the status of “Terminated” on the “ESP Activity Disposition” window before creating another referral. The case manager must note on the Narratives tab on BEACON that the client was not accepted into the activity and the reason given (if any). The case manager can then refer the client to another vendor offering the activity following procedures in this memo.

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**Client No Longer Wants to Participate in Component/Activity**

If the client decides that he or she no longer wishes to participate in that component/activity or cannot participate in that component/activity (including a client determined to be disabled), the case manager must note this on the Narratives tab on BEACON as well and make a new referral to a vendor offering a different component/activity after terminating the initial component/activity.

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**Avoiding Multiple “Planned” Activities**

Activities with a status of “Planned” are set in ESP by selecting an activity from the “Activity Sequence List” window. The exception to this is “Employment” which always has the status of “Planned.” Case managers should select only activities from the “Activity Sequence List” to which a client is expected to be referred. This will prevent some unwanted “Planned” activities from appearing on the “ESP Referral Disposition” window. Selecting multiple activities on the “Activity Sequence List” or terminating activities and selecting new ones without terminating the former EDP will lead to multiple “Planned” activities remaining on the ESP windows.

An EDP must be updated either when a client completes a component or yearly, whichever comes first. To update an EDP, terminate all activities on the completed (old) EDP and create a new EDP. With a new EDP, the case manager can select only the activity or activities that the client will participate in on the Activity Sequence List window.

If an activity has ended and there are no other planned activities on the EDP (other than Employment), the activity should be terminated on the “ESP Activity Disposition” window and then the EDP can be terminated on the “EDP Disposition – Plan” window.

If a client does not keep the referral appointment and comes back to the TAO requesting another referral to the **same** activity, the case manager must note this on the Narratives tab on BEACON and terminate the original referral immediately to prevent multiple referrals from appearing on the “ESP Activity Disposition” window. Doing this will also ensure that appropriate slots are available for other client referrals. To terminate a referral due to the above circumstances, the case manager must:

- click on the “ESP Services Member List” window and select the client for whom an ESP enrollment or services are requested;
  - on the “ESP Referral Disposition” window, highlight and select the activity with a status of “Pending”;
  - in the Status drop-down box, change the status “Pending” to “Terminated”;
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**Avoiding  
Multiple  
“Planned”  
Activities  
(continued)**

- select the new activity to refer the client; and
- refer the client to the new activity following procedures in this memo.

If the client decides not to enroll in the original ESP activity but comes into the TAO to request a referral to **another** activity, the case manager must do the following:

- click on the “ESP Services Member List” window and select the client for whom an ESP enrollment or services are requested;
- if the new activity the client wishes to enroll in is listed on the “ESP Referral Disposition” window with a status of pending, then:
  - ✓ highlight and select the activity with a status of “Pending”;
  - ✓ in the Status drop-down box, change the status “Pending” to “Terminated”;
  - ✓ select the new activity to refer the client; and
  - ✓ refer the client to the new activity following procedures in this memo.
- if the new activity the client wishes to enroll in is not listed on the “ESP Referral Disposition” window then:
  - ✓ terminate the current EDP by going to the “EDP Disposition – Plan” window and from the “Reason” dropdown box select “EDP Period Expired”; and
  - ✓ create a new EDP following established procedures.

**Reminder:** Case managers should refer to the “Pending ESP Referrals” view on BEACON to monitor which referrals may need to be terminated. Doing this will also ensure that appropriate slots are available for other client referrals.

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**Final Referral  
Instructions**

As of August 3, 2009, certain TAOs may not have all CIES vendor contracts approved for all components/activities. In TAOs where only some CIES vendors have been approved, case managers may make client referrals following the guidelines in this memo to those vendors only. If a TAO does not have any CIES vendors for appropriate components/activities, the case manager should refer the client to a non-ESP funded activity following procedures in Field Operations Memo 2005-35, until a CIES vendor is approved.

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**Benefits  
Planning  
Assistance and  
Outreach**

Benefits Planning Assistance and Outreach (BPAO) is a separate program offered by Massachusetts Rehabilitation Commission (MRC). Referrals will be made by any providers offering this ESP service for clients who are about to enter the job market and who are concerned about the effects of employment income on their continued benefit eligibility.

**Note:** Referrals to this program may also be made by case managers by filling out the referral form on the “DTA Benefits Planning Program” (*DTA-BPP*)(Rev 8/2009) and given to the Vocational Specialist or faxed to 617-204-3847.

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**Changes to  
BEACON**

Effective August 3, 2009, the following changes will occur on BEACON:

- ✓ The “Job Search/Job Readiness” component and activity names will be changed to “Employment Ready.”
- ✓ The “Skills Training” component and activity names will be changed to “Employment Training and Education.”
- ✓ The “Supported Work” component name will be changed to “Employment Supports.” The “Supported Work Job Search/Job Readiness” activity name will be changed to “Employment Supports Services.” The “Supported Work Services” activity name will be changed to “Employment Supports Work.”
- ✓ The “Vocational Rehabilitation Services” component and activity names will be changed to “Enhanced Employment Supports.”
- ✓ The component “Post Employment” and the activity “Post Employment Services” will not be selectable for referrals. If a client already has a pending, accepted or active status for Post Employment Services, the activity will still display on the ESP windows and be selectable to terminate.

All related functionality on BEACON remains the same.

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**Post  
Employment  
Services**

Post Employment Services is no longer a stand-alone component/activity. As a result, clients may no longer enroll in the activity.

Currently, there are clients enrolled in Post Employment Services. A listing of these TAFDC clients is being e-mailed with this Field Operations Memo. These clients must be seen, terminated from the Post Employment Services activities and enrolled in another activity within two weeks.

**Note:** SNAP clients and/or ESP Continuation cases enrolled in Post Employment Services do not have to be referred to another activity but should be terminated.

The following TAOs will receive this list:

Fitchburg, Holyoke, Hyannis, Lawrence, Milford, North Adams, North Shore, Pittsfield, Revere, Springfield Liberty, Springfield State and Worcester.

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**Changes to DTA  
Online**

Effective August 3, 2009, the ESP Resource Inventories on DTA Online will be updated to reflect the changes to the component/activity names.

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**Changes to  
Policy**

Policy will be updated in the near future to reflect the new component/activity names as well as corresponding services offered.

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**Changes to the  
“Orientation  
Session”**

All languages of the Orientation Session Power Point presentation will be updated to reflect the changes to the component/activity names and services available. TAO staff will be notified when the presentations have been updated. Until that time TAO staff must continue to show the current version of the Orientation Session Power Point presentation. Please refer to Field Operations Memo 2008-46 for additional procedures.

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**Changes to  
Brochures/  
Forms**

Effective August 3, 2009, the following brochures will be updated to reflect the new components/activities:

- ✓ “Help for Those in Need: A Resource Brochure”;
- ✓ “Transitional Services: A Booklet for Post-Employment Services Providers”; and
- ✓ “DTA Benefits Planning Program.”

The “Post Employment Services” brochure and the “Vocational Rehabilitation Services” brochure are now obsolete.

Effective August 3, 2009, the following forms will be updated to reflect the new components/activities:

- ✓ “Transition Plan” (*TAFDC-TP*); and
- ✓ “Final Transition Plan” (*TAFDC-FTP*).

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**Questions**

If you have any questions, please have your Hotline designee call the Policy Hotline.

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## Attachment A

ESP Component/Activity Name	CIES Components			
	Model 1	Model 2	Model 3	Model 4
ESP Component/Activity Name	Employment Ready	Employment Training and Education	Employment Supports	Enhanced Employment Supports
Clients should be referred to this component/activity if they...	<ul style="list-style-type: none"> <li>✓ have a current or recent work history (employed within the past two years)</li> <li><b>and</b></li> <li>✓ have a high school diploma, GED or higher education degree</li> <li><b>or</b></li> <li>✓ have completed either a Skills Training activity or a Supported Work activity.</li> </ul>	<ul style="list-style-type: none"> <li>✓ have <b>minimal</b> barriers to employment</li> <li><b>and</b></li> <li>✓ have a work history (employed between the past two to five years);</li> <li><b>and</b></li> <li>✓ have not used more than 11 months of the 12 month lifetime limit for education and training;</li> <li><b>and</b></li> <li>✓ may or may not have a high school diploma or GED.</li> </ul>	<ul style="list-style-type: none"> <li>✓ have <b>moderate</b> barriers to employment</li> <li><b>and</b></li> <li>✓ have used 12 months of the lifetime limit for education and training with a limited work history (employed between the past two to five years);</li> <li><b>or</b></li> <li>✓ does <u>not</u> have a work history but does have a high school diploma or GED;</li> <li><b>or</b></li> <li>✓ does <u>not</u> have a work history or high school diploma or GED;</li> <li><b>or</b></li> <li>✓ have started but never completed a Skills Training activity or a Supported Work activity.</li> </ul>	<ul style="list-style-type: none"> <li>✓ have <b>significant</b> barriers (including a documented learning disability) that impact their ability to work.</li> </ul>