



Summer Youth Employment and Learning Program Tier III Operations Manual

“Developing Tomorrow’s Workforce Today”

The purpose of this Capital Workforce Partners (CWP) employment and learning program is to provide eligible, in-school and out-of-school youth assistance in achieving employment successes with comprehensive activities that include work readiness skill improvement, career exploration, connection to employers and employment opportunities. Through the employment and learning process, youths are provided opportunities for job readiness, leadership, and decision making.

Tier III: Enhanced Employability Skills Training and Work Experience

Tier III programming is designed for youth ages 16 to 24 years old to teach work readiness skills and to develop a job seeking and career related portfolio. Tier III includes subsidized employment in the public, private, and non-profit sectors related to the youth’s knowledge, skills, and interests. Through programming and placements, youth will reinforce the ability to demonstrate Career Competencies, gain the skills and experience necessary to build a resume and seek unsubsidized employment, and to create a personal portfolio of job seeking and career and education planning tools.

It is expected that in-school youth will participate for 25 hours a week for 8 weeks, and that out-of-school youth will participate 30 hours a week for at least 11 weeks. The program will help youth develop positive social skills, and career and work awareness.

Participants in Tier III programs will complete a Career Portfolio which will include a resume, cover letter. Program supervisors must assist participants in completing the Harrington O’Shea career decision making tool. Mock interviews (if interviewing is part of the student/employer matching process) and information on three options for education and training based on career interest inventory results must also be completed.

Program Goals and Objectives

- To increase the work readiness skills of participating youth and prepare them for the workforce.
- To expose participating youth to various employment opportunities and teach them the job readiness skills needed to obtain and retain employment.
- To provide opportunities for training.
- To offer work experience and help youth develop useful work behaviors.
- To encourage participants to remain in (or return to) school by showing youth the links between school completion and success in the workplace.

Getting Started

During the first week of the summer program, contractors will provide participants with a description of the purpose and goals of the program, program duration, wages, rights and responsibilities of participants, and grievance procedures. Contractors will distribute the *Summer Youth Employment and Learning Program* Participant Handbook. Each participant will be assigned to a program supervisor (a contractor staff member), and will be given that person’s name and contact information. Participant signature sheets verifying that orientation has been completed will be subject to monitoring by CWP, CT Department of Labor and U.S. Department of Labor, and must be completed by **July 16, 2010**.

Role of the Program Supervisor

- **Link** the activities of your group to work readiness and career education.
- **Orient** participants to the program, the worksite, the work to be performed and the expected behavior.
- **Provide Job Readiness Training** to add to the professional development of each participant. Help them obtain strong work ethics along with the skills and abilities needed to be successful on the job.
- **Assign** youths to specific tasks relating to their respective interests, capabilities and professional development.
- **Plan, schedule and direct** assignments as part of your operational activity, including the development of a Career Portfolio.
- **Motivate** participants to seek and achieve excellence.
- **Certify** participants' time and attendance records for accuracy.
- **Communicate effectively** with participants, worksite supervisors, and others who impact the success of the program. Consider both your verbal and non verbal methods of communication.
- **Evaluate** participants' performance in collaboration with worksite supervisors using the Work Readiness Evaluation.
- **Resolve** problems as they arise.

Tools for Success

Being a successful supervisor requires that you:

- Fulfill the role described above
- Provide feedback to participants
- Continuously provide positive reinforcement to participants
- Reward participants for a job well done
- Communicate clear, concise messages and observe body language
- Explain job descriptions and worksite expectations
- Continually observe performance
- Serve as an exemplary role model

Youth Orientation

It is important to orient each youth with respect to your expectations and the specific nature of the work to be performed. Orientation should include:

- Introduction to you and others
- Discussion of what participants can expect to gain from the program
- Explanation of expected behavior, code of conduct and safety
- Description of your role and the role of the worksite supervisor
- Overview of worksites and explanation of participant job description when it is determined

Policies and Procedures

Participant Code of Conduct

The participant Code of Conduct must be reviewed and signed by all participants in SYELP programming. The signed Code of Conduct form shall remain in each participant file.

Problems

Youth must be instructed to discuss any problems that may arise at their worksite with you, the program supervisor. If you cannot resolve a problem, seek guidance from your supervisor. If there is still no resolution to the problem, do not let it escalate. Contact Althea Bates at Capital Workforce Partners at 860-899-3484.

Records and Reports

Supervisors are expected to complete required reports in an efficient and timely manner. A CWP Program Monitor will be assigned to each program. Be sure to cooperate with the Program Monitor and answer any questions he/she may have. Supervisors are required to maintain records for each program participant under supervision (attendance, performance and job description).

Accidents

All youth must complete and sign an emergency contact form; if an accident occurs (even if minor) the listed emergency contact person must be informed. The attached medical form must be completed by the participant and must be kept in the participant's file. Notify Capital Workforce Partners immediately when an accident occurs.

Worker's Compensation

Participants are covered under worker's compensation. If an accident should occur during work hours that results in the loss of work for an extended period of time and medical expenses are incurred, worker's compensation should help defray the costs. Contact Capital Workforce Partners immediately.

Political Activity

According to the Hatch Act, supervisors and participants may not take part in any partisan political activity during work hours. This includes lobbying, political fundraising, making speeches, assisting at meetings, distributing pamphlets or engaging in voter registration activities.

Grievance Procedures

Capital Workforce Partners and program agents assure that participants and staff employed under SYELP shall not be discriminated against on the grounds of race, creed, color, disability, national origin, sex, political affiliation, or beliefs. If a person reports that he/she has been discriminated, please contact your immediate supervisor or Capital Workforce Partners. All participants have received the CWP Complaint Procedure, which can be found at http://capitalworkforce.org/partners/PP7_complaint_procedure_update.shtml

Evaluating the Participant – Using the Work Readiness Evaluation

As a program supervisor you are expected to observe and evaluate the competency, behavior, and performance of each individual you are working with. You must ensure the completion of the **Employee Performance Review** (twice during the program) by the worksite supervisor.

- Understand the performance standards outlined in the evaluation that are based on behavior, competencies, and productivity.
- Clearly communicate these performance standards to worksite supervisors and to youth.
- Observe performance and note daily observations that will assist you to provide feedback to youth.
- Review the worksite supervisor's performance evaluation with each youth with a focus on strengths and on strategies for improvement.

Information For Program And Worksite Supervisors

Time Record and Payroll Process

Employees must sign in and out at the designated site announced at orientation. Only hours actually worked are to be recorded for both you and the participants. Failure to record times accurately may result in dismissal. Youth are responsible for checking their time records for accuracy and completeness. Your signature certifies the accurateness of the entries and is necessary for payment. Intentional misrepresentation on the time records is grounds for immediate termination. **Time sheets are due to CWP (electronically) on Mondays by noon. Checks can be picked up on Fridays between 9 am and 12 pm.**

Youth Terminations and Transfers

If you terminate a youth from your program for disciplinary or voluntary reasons, the termination must be reported to Capital Workforce Partners immediately using the SYELP Exit Record.

Publicity for SYELP Programs and Worksites

1. Every participant must sign a Capital Workforce Partners Image Release and Consent Form included in the Participant Handbook, (also available at <http://www.capitalworkforce.org/partners/documents/ReleaseandConsent3forvendors.pdf>)
2. All contractors must receive prior approval of any publicity events or communications related to Capital Workforce Partners funded programming including without limitation: posters, invitations to events, publications, brochures, news releases, etc.
3. All materials must be submitted to Sandra Rodriguez, Capital Workforce Partners Director of Communications, at least five (5) working days in advance of the intended date of publication.
4. All public communications should include a statement that says:

“The Summer Youth Employment and Learning Program is made possible, in part, by Capital Workforce Partners.”

5. For MOST printed materials, a Capital Workforce Partners logo should be featured using the best resolution possible. The logo may be enlarged or reduced in size, but should not appear any smaller than ¾" in height. Do not stretch or change the logo proportions at any time. To obtain the logo, contact: srodriguez@capitalworkforce.org .



6. Press Opportunities: If your organization is interviewed by any media representatives regarding any programs Capital Workforce Partners supports, please mention, and encourage the mention of Capital Workforce Partners contribution in the achievements being covered. If possible, notify the Capital Workforce Partners Communications Director PRIOR to any interviews; however, if notification is not possible, be sure to provide notification afterwards and forward any print coverage and/or broadcast coverage that is produced as a result.
7. Crisis Communications: If for any reason your organization anticipates that there may be “negative” publicity regarding any of the programs Capital Workforce Partners supports, you are required to notify both the Communications Director, and Thomas Phillips, President and CEO, as expediently as possible. If not during business hours, call the following cell phone numbers: 860-205-6572 or 860-712-4047.

Sharing Success

The 2010 Tier III Summer Youth Employment and Learning Program is made possible by Temporary Assistance for Needy Families (TANF) Emergency Funds. For the second time in many years, CWP is implementing a large-scale, federally funded summer youth program.

Contractors are strongly encouraged to keep track of participant’s success stories, and of positive experiences reported by the worksites hosting SYELP youth workers. Capital Workforce Partners intends to disseminate success stories throughout the summer to raise awareness of the benefits of and the need for this federally funded summer youth program. Successes may occur at any time this summer.

All staff and participants should be urged to take a few minutes to share their stories by sending a brief narrative to Sandra Rodriguez at srodriguez@capitalworkforce.org. Selected stories will be published in the Capital Workforce Partners e-newsletter and on a new web page highlighting TANF investments.

Program Monitoring

Monitoring is the systematic review and comparison of current program operations and performance with contract specifications, established standards, goals, objectives and management requirements. It is a non-negotiable component of all CWP programs. In order to ensure compliance with applicable rules and regulations, and to confirm that contracted services are being provided adequately, the monitoring process will include record reviews, interviews with program staff, participants and worksite supervisors.

The *Summer Youth Learning and Employment Program* is constantly under review to make it more valuable to the community and the program participants. SYELP Program Monitors will visit your program and your worksites. You

should inform worksite supervisors that their worksites will be monitored by program staff and by CWP, and possibly by CT DOL or U.S. DOL. Let the worksite supervisors know that they will need to present a copy of their Worksite Agreement and answer a few questions. Participants will be interviewed as well. Program staff and worksite supervisors are expected to cooperate and provide accurate information for the monitor. Monitors will assess program and worksite operations to determine:

- That participants and program staff are paid for actual hours worked.
- That there is enough work at the worksite to keep participants busy.
- That there is adequate supervision and work experience at each job site.
- Whether or not the program goals and objectives are operationally achieved.

Corrective Action Reports

If any discrepancies are found during the monitoring process, a corrective action report will be issued, identifying deficiencies. A summary of the corrective action required to rectify the program area(s) is also included in the report. The Program Provider / Contractor must complete a corrective action plan and return it to the CWP within five working days. Office hours are Monday through Friday, 8:30 –5:00 PM.

Contractual monitoring will be scheduled by CWP with the SYELP Contractor. SYELP Worksite Coordinators are expected to facilitate worksite monitoring at the request of CWP monitoring staff.

Overall Learning and Work Experience Evaluation

Just as it is part of your job to evaluate the performance of youth, the performance of the program and its staff will be evaluated during the program and at its conclusion by CWP Program Monitors. These performance elements will be evaluated using the following criteria:

- Supervisory responsiveness
- Quality of verbal/non verbal ongoing communication with staff
- Accuracy and completeness of records
- Adherence to safe working conditions
- Ability to plan and schedule daily operations
- Quality of youth supervision

Certification

I acknowledge the receipt of the 2010 Operations Manual for use with the Summer Youth Employment and Learning Program (SYELP), as administered by Capital Workforce Partners. I will ensure that all SYELP program staff at my agency receive a copy of this Manual.

Received by:

Contractor Name

Contractor Address

Contractor Staff Person Name and Title

Contractor Staff Person Signature

Date

Return this certification form by July 16, 2010 to:

Althea Bates
Capital Workforce Partners
One Union Place
Hartford, CT 06103