

A woman with long dark hair, wearing a white t-shirt, stands in a meeting room pointing at a whiteboard. The whiteboard is covered with numerous colorful sticky notes (pink, yellow, orange) arranged in a grid-like pattern. Several other people are seated around a table in the foreground, looking towards the whiteboard. The room has large windows on the left side, letting in natural light.

Knowledge WORKS!

Guide for Employment Services Implementation and Program Planning

This guide can help a child support program implement or enhance an employment services program for noncustodial parents. It identifies most of the decisions that should be considered during planning and implementation.

The guide is not intended to be an exhaustive list of everything that program planning should include. It is not necessary to include all items in an implementation plan or in a related employment program, and there is no particular order to the sections.

[Contact an OCSE subject matter expert](#) if you have any questions about this guide or want help planning or implementing your program.

FUNDING

1. How will the child support agency fund the employment services program?
(Check all that apply):
 - Temporary/demonstration grant
 - IV-D Incentive funds through the use of an exemption request
 - TANF funds
 - Workforce related funds
 - 1115 waiver
 - Other (explain below)

POLICY AND LEGISLATION

2. Are policy or legislative changes necessary to allow implementation of an employment services program? If yes, what changes need to be made?
3. How will you integrate the employment services program into existing child support operations and policies?
4. To operate the employment services program, will the state need to request an exemption from any mandatory laws and procedures under section 466 of the Social Security Act or a section 1115 waiver of program requirements, as set forth in the Act?

PROGRAM DESIGN / STAFFING

5. Does the child support agency want to operate the employment services program statewide or pilot it in select jurisdiction(s)?
6. What are the child support agency's plans for possible expansion in subsequent years?

7. Based on the child support agency caseload, how many noncustodial parents would the employment services program want to serve in a year, and what are the plans for achieving the desired capacity?

8. Will you include peer support groups in the employment services program and, if so, how?

9. How will the child support agency allocate staff resources to appropriately serve the employment services program participants?

10. Who in the employment services program will provide intensive case management services to assist parents with significant barriers to employment and payment of child support?
 - Child support staff
 - Partner agency staff
 - Both child support agency and partner agency staff

11. Who in your organization will lead the implementation of the employment services program on behalf of the child support agency for related aspects?

12. Will you name the employment services program? If so, what process will you use to decide on a name?

REFERRALS / OUTREACH AND ENGAGEMENT

13. At what stages of case processing does the child support agency want to allow enrollment of targeted noncustodial parents into the employment services program? (Check all that apply.)
 - Intake
 - Establishment
 - Review and adjustment
 - Enforcement

14. How does the child support agency plan to comprehensively target those stages for engagement and consider additional stages in the future?
15. How does the agency plan to engage and convey to custodial parents the value of employment services so they can assist with enrollment and retention efforts?
16. From what sources will the employment services program receive referrals?
(Check all that apply.)
- Child support staff
 - Tribal child support programs
 - Other human/social service agencies such as TANF, Child Welfare, SNAP, Child Care
 - Legal staff and attorneys
 - Court personnel
 - Workforce agency
 - Fatherhood programs
 - Access and Visitation programs
 - Reentry programs/Probation/Parole
 - Other community based organizations
17. If deemed appropriate, how does the child support agency plan to partner with the courts or administrative hearing officers to help enroll and monitor program participants?
(Please check all that apply.)
- Offer program to any and all qualified parties during any child support related hearings
 - Offer only during enforcement related hearings
 - Offer only during establishment related hearings
 - Offer on a voluntary basis and participation is encouraged
 - Use for court-ordered participation as part of show cause or contempt proceedings
 - Incorporate a problem-solving court component and will include more frequent review hearings than normal
 - Incorporate a problem solving court component and will include alternative sentencing options if participant fails to follow through on employment services or referrals

18. Will the child support agency determine additional eligibility criteria for enrollment other than having an open child support case? (If yes, check all that apply.)

- Paternity established
- Child support order established
- Owes a current child support obligation
- Owes arrears
- Owes both current and arrears
- Must live in the state or a specific jurisdiction
- All intergovernmental cases can be included
- Case considered for enforcement remedies due to failure to pay
- Court-ordered participation
- Case is targeted for early intervention prior to enforcement remedies being applied

19. How will the child support agency use its automated child support system to identify eligible cases and target participants for enrollment? For example, will the system include a specific indicator or flag for applicable cases?

20. How will the child support agency use stratification to segment caseloads and isolate appropriate cases for the employment services program?

21. How does the child support agency plan to market and promote the employment services program internally, with stakeholders, and with the community?

22. How does the child support agency plan to conduct outreach about income withholding orders and review and adjustment processes, etc. to parents, partners, and providers of the employment program?

PARTNERSHIPS

23. Who are the key stakeholders to engage for the success of the employment services program? (Please check all that apply.)
- Child support staff
 - Tribal child support programs
 - Other human/social service agencies such as TANF, Child Welfare, SNAP, Child Care
 - Agency leadership
 - Department leadership
 - Governor's office
 - IT services
 - Legal staff and attorneys
 - Court personnel
 - Workforce agency
 - Fatherhood programs
 - Reentry programs/Probation/Parole
 - Other community based organizations
 - Parents
24. How will the child support agency plan to develop a referral process for the employment services program that specifically helps noncustodial parents with a history of incarceration or currently on probation or parole?
25. How will the child support agency plan to utilize and promote the bonding program for employers who accept new hires with a criminal record?
26. How will the child support agency establish partnerships with vocational rehabilitation, fatherhood, parenting time, domestic violence, substance use, and mental health service providers in the local community?
27. How does the child support agency plan to build consensus with these key stakeholders?

28. Will you have an employment services program representative present at child support court hearings?

29. Will you include employment services partners in meetings to discuss parent progress and related engagement strategies?

SERVICE DELIVERY

30. Which enhanced services will the child support agency incorporate to maximize its successes?

- Expedited review and adjustment of orders for program participants
- Reinstatement of driver's licenses that have been suspended for non-payment
- Suppression or suspension of certain child support enforcement remedies while a participant is actively engaged in the project
- Compromising state owed arrears in exchange for program participation, employment, or payment of child support
- Negotiation with the parent who's owed arrears
- Intensive child support case management
- Gradient income withholding if appropriate and allowable

31. How will the child support agency develop these enhanced services for its employment services program?

32. Who will provide the employment services?

- Local workforce agency/American Job Center
- Community college
- Local nonprofit agency
- Local for-profit agency
- Child support agency
- Other

If other, please list below:

33. What are the key deliverables of the employment services provider?
34. What types of transportation assistance, if any, will the child support agency provide through the employment services program? (Please check all that apply.)
- Bus or train passes
 - Driver's license reinstatement fees for a suspended driver's license for nonpayment of child support
 - Gas cards/gas vouchers
 - Gift cards or other forms of payment for ride share apps
 - Shuttle service – partner organization provides transportation to and from related services
 - None
35. How will you tailor the employment services to meet the needs of rural areas?
36. How will the child support agency evaluate the effectiveness of the employment services provider?
37. What employment related services will be provided? (Please check all that apply.)
- Job search assistance
 - Resume writing
 - Interviewing skills, including how to address periods of unemployment or incarceration
 - Work supports such as interview clothing, work clothes, or tools
 - Job placement including short-term paid work experiences
 - Job placement
 - Job retention
 - Partnership for short-term training
 - Other

38. What are the child support agency's plans for developing these services?

39. Will the program include a financial education component, and how will you develop it?

40. Will the program provide child support and employment services in a one-stop approach? How? For example, will staff be co-located at the child support agency, workforce agency, or other community location?

41. How will the child support agency gain consent to allow information to be shared among employment services program partners?

42. How will all child support project staff, partner organizations, and courts exchange information about its employment services program participants, receive updates on parent activities and progress (or lack thereof)?

43. How do you define successful completion of the employment program?

44. At what point do you stop providing employment services to a customer due to noncompliance, or do you pursue court or administratively ordered participation or other sanctions?

PROGRAM EVALUATION

45. What will the child support agency include as an evaluation component that measures the impact of the employment services program on any of the five incentive-based performance measures? (Please check all that apply.)
- Paternity and order establishment outcomes
 - Arrears payment rates or reduction of arrears balances
 - Payments toward percent of current support obligations
 - Cost effectiveness
46. Will you include a comprehensive cost-benefit analysis in the evaluation of the employment services program?
47. Will the child support agency evaluate the effectiveness of the employment services provider, case management contract provider, and the overall success of the employment services program? If so, how?