



King County

Department of Community and Human Services

Jackie MacLean, Director

401 Fifth Avenue, Suite 500
Seattle, WA 98104

(206) 263-9100 Fax (206) 296-5260
TTY Relay 711

IMPLEMENTATION PLAN ADDENDUM

2012 – 2017 Veterans and Human Services Levy

Activity 2.6.D Employment and Training: King County Internship/Fellowship Program for Veterans – Vets 4 HIRE Fellowship Program (Revised December 2016)

1. Goal

Increase self-sufficiency of veterans and vulnerable populations at risk of homelessness.

2. Strategy

Strategy Two of the Veterans and Human Services Levy Service Improvement Plan (SIP) is “Ending Homelessness”.

3. Activity 2.6: Employment and Training

The Veterans Internship/Fellowship Program (Vets 4 HIRE (Heroes in Reintegration Opportunities)) activity described below is one of four activities that have been funded under Activity 2.6 Employment and Training.

4. Service Needs, Populations to be Served, and Promotion of Equity and Social Justice

a) *Service Needs*

When the program model began, Veterans were returning home from Iraq and Afghanistan and had been out of the civilian labor market for some time. There were an estimated 1000 veterans annually returning to King County as they completed their military service needing intensive, personalized services to assure that they made a smooth transition to the King County labor market in a self-sufficient career pathway. They were at risk of homelessness for themselves and their families and needed career employment services to assure family self-sufficiency. Earlier veterans from the Gulf war and early global war on terror were still finding themselves with limited employment options. The unemployment rate for Veterans remains higher than the general population, averaging 15.2 percent nationally in 2011. Washington State’s overall unemployment rate in 2014 was at 6.3%, while the unemployment rate for post 9/11 veterans was at 11.4 percent.

As such, the Department of Community and Human Services, Employment and Education Resources (EER) unit in partnership with King County’s Department of Human Resources wants to ensure that vulnerable clients such as these get more than an entry level job and be on a path to self-sufficiency.

b) *Populations to be Served*

Veterans who are seeking on the job training experiences in order to increase their competitiveness for civilian employment will be served by this program. Outreach to Veterans to explain these career opportunities will be coordinated by King County's HRD with support from the King County Veterans Program including the network of Veteran services organizations. Since the intent of the program is to support Veterans with their transition to civilian employment, those Veterans who left the military within the past five years shall be given hiring preference whenever possible.

c) *Promotion of Equity and Social Justice*

The Equity and Social Justice Ordinance requires King County to consider the impacts of its policies and activities on its efforts to achieve fairness and opportunity for all people, particularly for people of color, low-income communities and people with limited English proficiency. The King County Equity Impact Review Tool available online at: <http://www.kingcounty.gov/exec/equity/toolsandresources.aspx> provides a list of the determinants of equity that may be affected by your activity. Evaluate your activity's impact by responding to the following questions:

i) Will your activity have an impact on equity?

A self-sufficient career is central to real Equity and Social Justice in order to assure that people are not living in poverty. This project will assist Veterans in need of employment services prepare for and obtain career pathway employment that provides health care and a living wage appropriate to the size of their family.

ii) What population groups are likely to be affected by the proposal? How will communities of color, low-income communities or limited English proficiency communities be impacted?

Veterans are the focus of this employment project. There are significant numbers of Post 9/11 Veterans who need these services and many of these Veterans are from communities of color.

iii) What actions will be taken to enhance likely positive impacts on these communities and mitigate possible negative impacts?

There will be no negative impacts from this proposal. By providing fellowships, veterans will be provided opportunities to translate their military skills to civilian jobs, gain confidence, and greater access to employment.

5. Activity Description

OVERVIEW

The King County Veterans Internship Program was set up as an 18 month pilot program that ran from January 2013 through June 2014. It was based on a cohort model in which participants were employed from January – June, or July – December and worked 30 hours per week. Recruitment and placement of participants was handled centrally by King County's

Department of Human Resources. The internship program participants were referred to as “interns,” although they were not required to be pursuing an educational program of study. Participants were provided a King County mentor who was also a veteran, a case manager from the King County Veterans Services Program, access to a variety of support services, resume and interview skills training, field trips to learn more about employment opportunities within King County, and assistance with applying for King County positions. There was a formal graduation ceremony upon completion of each cohort experience and a certificate of completion was provided. Levy funds paid 50 percent of each participant’s wages for the six months they worked as an intern. Over the 18 month pilot there were three separate cohorts in which a total of 33 veterans participated. Of these participants 29 either obtained employment or continued their occupational skills training. Of these 29, fifteen continued their County employment in varying durations (STT, TLT or Career Service.)

Since the January 2013 – June 2014 Cohort Model, the program has been modified based on participant and hiring manager feedback; and King County started a plan to become a “Veteran Ready” employer. As such, beginning in 2015, the Vets 4 HIRE Fellowship Program has been offering full and part-time learning experiences for Veterans who are seeking on-the-job training experiences in order to increase their competitiveness for civilian employment by giving them the opportunity to augment their military experience and training with exposure to real world, civilian employment in a supportive environment. In addition, career and transition support is offered to interested veteran participants through the King County Veterans Program; and a partnerships are being developed with Veterans Levy funded partner WDVA/Veterans Training Support Center to develop Veteran Cultural Competency training for King County hiring managers and Human Resources staff. Veterans Levy funds continue to pay 50 percent of each participant’s wages for the six months they worked in the program up to a maximum of \$6,250 per participant.

PROGRAM OBJECTIVES

- Serve veterans

Qualified candidates will meet the veteran eligibility criteria set forth by the King County Veterans’ Program (KCVP) and the Veterans and Human Services Levy. Given the high levels of unemployment for veterans who served in active duty in the last decade, recruitment efforts will target newly returning veterans.

- Provide on-the-job training

The program participants will receive both technical job training and guidance on workplace behavior, competencies, individual responsibilities, and development of occupational skill sets. Participants will be assigned to assist journey or higher level workers in either central or line departments in order to enhance previous job skills or to gain new experience in a variety of occupational areas, such as human resources and fiscal support, crafts, heavy maintenance, information technology, communications, office/clerical and technical support.

- Assist with the transition from military to civilian employment

Programs designed to help service members shift from military to civilian employment through supportive paid work training experiences are successful in easing the transition, increasing employability and improving living stability. Veterans will get the

chance to see their military skills at work in the civilian world. This improves their ability to communicate their skills in the job application and hiring process.

- Provide opportunity for King County to see how military skills translate

King County staff will be able to identify transferable military skills and see the talent veterans' offer.

- Increase veterans overall employability and access to King County and other civilian jobs.

The internships and fellowships will increase participants' knowledge of and access to existing jobs and minimize barriers that exist around translating military into civilian skills.

USE OF LEVY FUNDS

Levy funds will pay 50% of the participant's first six months of wages up to a maximum of \$6,250 per participant. Once the first six months of the fellowship experience has been completed, hiring departments may choose to continue employing the veteran in the program and pay 100 percent of the veteran's wages.

6. Funds Available

A special allocation of 2006-2011 Veterans and Human Services Levy fund balance in the amount of \$200,000 was allocated for 2012-2014 for Activity 2.6 D King County Veterans Fellowship Program. In addition, the 2015-2016 Community Services Division Budget Request included \$200,000 for 2015 and 2016. Most recently, the 2017/2018 budget proviso allocated an additional \$200,000 in Veterans Levy fund balance for 2017 and 2018 as described in the chart below. The full amount of 2017/2018 funds will be transferred to Employment and Education Resources with the understanding that the funds will pay for 50% of salaries for 16 veteran Fellows in 2017 and 16 additional veteran Fellows in 2018.

	2012	2013	2014	2015	2016	2017
Veterans Levy	\$33,333	\$100,000	\$66,667	\$100,000	\$100,000	200,000*
Human Services Levy						
Total	\$33,333	\$100,000	\$66,667	\$100,000	\$100,000	\$100,000

*The full amount of 2017/2018 funds will be transferred to Employment and Education Resources with the understanding that the funds will pay for 50% of salaries for 16 veteran Fellows in 2017 and 16 additional veteran Fellows in 2018.

7. Evidence-based or Promising Practices

The ultimate goal of any fellowship experience is to provide individuals training and job experience so they can obtain "permanent" positions. However, is there any research that shows whether or not internship and fellowship opportunities actually lead to "permanent" positions?

In 2011, the International Journal of Manpower printed an article titled, “*Are temporary jobs a port of entry into permanent employment? Evidence from matched employer-employee,*” by Fabio Berton, Francesco Devicienti and Lia Pacelli. The researchers found that the transition to permanent employment is more likely for individuals working in a temporary capacity than for the unemployed. It was also noted that temporary positions that provide formal training alongside a lower labor cost are the most effective port-of-entry opportunities.

Since internships and fellowships are temporary positions that provide on-the-job training and real work experience at a lower labor cost, they appear to align directly with the research findings.

8. Service Partnerships

King County’s Human Resources Division will partner with King County human resources staff in all King County agencies, King County’s Veterans Program and their service partners, and the Vet Corps, and will be establishing partnerships with other government jurisdictions within King County.

9. Performance Measures

Objectives	Service Outputs/ Measures	Most Recent Performance	2017 Target(s)	Data Source
Engagement	<ul style="list-style-type: none"> Number of veterans applying for program 		50	Report Card – Service
Intervention	<ul style="list-style-type: none"> Number of veterans entering program Number of veterans completing program and/or obtaining job Number of veterans obtaining jobs Number of veterans retaining jobs at 6 months Percent of jobs obtained resulting in annual income over 50% of median income 		16 13 11 8 90%	Report Card – Service Report Card – Service Report Card – Services Report Card – Services Report Card – Outcomes