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Concepts for Providing Emergency Job Seeker Interventions and Supports

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Concepts for Providing Emergency Job Seeker Interventions and Supports

This is the first in a series of papers providing some thoughts and options for policy makers as they begin to consider how services might be organized to support job seekers in a post-COVID-19 environment.

This paper represents a compilation of ideas from MAXIMUS and international experts in active labor market policies. Its purpose is to provide a starting point for policies makers on how governments might organize employment services – both those provided directly by civil servants and through public-private partnerships – to assist job seekers during the initial or transition period which will occur when communities can safely begin to move back into employment following the peak of COVID-19.

Section 1: What Happens Next?

Work life changed abruptly. What will work life look as restrictions ease?

- Issues that may impact how employment services are addressed during transition
  - There won't be a single grand re-opening of businesses
  - The nature of how business is conducted will change
  - The composition of the workforce will change
  - Business may be faced with overwhelming numbers of applicants
  - Emotional trauma may impact ability to obtain work, work relationships and productivity

- Stages Leading to "New Normal" Social Interactions

Section 2: Practical Operational and Political Considerations in Rebooting Government Employment Services

In formulating employment services strategic response, what might Policy Makers wish to consider?

- Need for Highly Visible, Easily Accessible, and Well Controlled Response to Supporting Re-employment

- Practical Considerations in Adjusting the Government Employment Services Model

- Broader Political Considerations

- The Need for Data

Section 3: Structuring the Employment Services Model to Support the Transition Period

How might governments begin serving unprecedented numbers of unemployed when social distancing practices restrict staff and job seeker interactions?

- Objectives for Emergency Redesign of Employment Services During the Transition Period

- Using a One-Stop Concept with Integrated Project Management Capabilities

- Functional Breakdown of How Services May Change During Different Stages of the Transition

Final Thoughts

Section 1: What Happens Next?

We forge a new roadmap. When we have talked about economic disruptors we use to immediately talk about the impact technology has had on us. But this is different. The abrupt nature of this disruption hasn't been seen in generations. Every day we gain more insight and a more nuanced understanding of what may lay ahead, but as this paper is being written, the future is still unknown.

Issues that may impact how employment services are addressed during transition

How long the recovery will take is speculation at this stage - but we know the answer will be measured in years. What we can do is begin to assess what the first year might look by looking at what we do know.

What we can reasonably surmise is the next one to two years will be difficult not only due to financial reasons but because we will be navigating through a 1-2 year event horizon. Natural disasters (earthquakes, hurricanes, wildfires) have a definitive event horizon. They happen and then they are over within a short time period. Health experts, however, are warning us that the COVID-19 event horizon will be longer and we should expect there may be a "second wave" before a sizeable portion of the population has become immune or a tested vaccine is available.

How will things change as we transition to the new normal? Based on our best assessment, we believe:

- **There won't be a single "grand re-opening" of businesses.** Rather some businesses will come back online at different points in time. Some business will fail despite governments' efforts. Some will see a contraction of their workforce to match expected demand in the immediate post-crisis period. Others may temporarily expand their workforce to meet pent-up demand or to make-up for lost production. Businesses which shifted to online ordering and delivery may continue online services as well as in-person services which in turn may impact their staffing models. Still other businesses will be counter-cyclical; having ramped up to meet critical needs during the crisis, they will release staffing as the crisis eases

- **The nature of how business is conducted will change**. Companies who formerly staffed offices from "9 to 5" have successfully implemented remote work processes through digital tools. Home delivery which was previously a service offered by predominantly large firms may become an essential service of most businesses including small neighbor establishments. The 'gig' economy may expand. We should expect and prepare for the rise of digital tools in the workplace. Moreover, the traditional "work week" may need to be redefined.

- **The composition of the workforce will change**. Some will voluntarily leave the workforce for various reasons (near retirement, desire to spend more time with families). More important, we may see individuals enter the workforce in an effort to recover economic losses and pay off debt incurred as a result of the crisis. These may include stay-at-home parents or retirees. Because of care-giver responsibilities or need/desire this cohort may seek part-time work or work-sharing jobs as well as an uptick in the need for creche (day) care arrangements.

- **Businesses may be faced with overwhelming numbers of applicants.** We generally think of government services as helping job seekers find jobs. In the early days of recovery, businesses may be overwhelmed by job applicants – creating inefficiencies for businesses and frustration for job seekers. The role of government here might be in the expansion of controlled job matching services that helps manage the process of identifying qualified pools of candidates.

- **Emotional trauma may impact ability to obtain work, work relationships and productivity.** Anger, depression, anxiety and other responses are common following a crisis. Most people have the capacity and supports to work through these emotions while others will struggle. Left

unattended, individuals bringing these behaviors into a new job are at a higher risk of job loss. Governments should expect a smaller group to experience a level of trauma (emotional trauma, high degree of substance abuse, domestic/family violence) which may require immediate assistance to protect their safety and clinical interventions to help restore a sense of control and normalcy.

Stages Leading to New Normal Public Interactions

Table One: Transition Stages to a New Normal breaks down how societies/economies might move from highly-restrictive conditions during the crisis towards a new post-COVID-19 "new normal".

Table One: Transition Stages to a New Normal Social Distance

	Remain in Home or 'Lock down' Orders	Limited Movement Permitted	Movement Restrictions Ease	"New Normal" Social Distancing
Medical Response to COVID-19	■ Early stages in understanding virus and pandemic life-cycle	■ Health crisis subsiding ■ Better understanding / modelling of pandemic life-cycle ■ High degree of concern for "second wave:	■ Number of people with acquired immunity increases ■ Better understanding of transmission ■ Better risk models developed	■ Growing percent of population with acquired immunity ■ Better testing of immunity status ■ Vaccination in development / testing stages
Worker and Public Concern Level with Non-Family/Stranger Interactions	■ High degree of discomfort ■ Maintaining physical separation	■ High degree concerns ■ Seeking reassurance strict social distancing protocols observed ■ Returning to work only when they feel their safety is looked after or if personal finances demand early re-entry	■ Concerns lessen ■ Visual reassurance social distancing practices are observed ■ Cautiously exercising higher degree of social interactions with new people	■ Exercising awareness of new social distancing protocols ■ Governments or industry groups may need to incorporate COVID-19 practices into commercial health and safety inspections
What this may mean for in-person interactions	■ Only essential interactions ■ Preference for parties to use personal protection	■ Definition of essential interactions slightly loosened ■ Development of business / industry specific sanitation and social distancing guidelines and audit procedures established	■ Adjustments made to sanitation and social distancing rules by business / industry refined based on experience and data	■ Some may be comfortable with resumption of preo-COVID-19 interaction styles while others remain cautious ■ Governments or industry groups may need to implement highly visible health standards not dissimilar

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Section 2: Practical Operational and Policy Considerations in Rebooting Government Employment Services

Just as citizens looked to their government to guide them through the crisis, the public will look to government to guide and assist them during the transition to the post-COVID-19 economy. Working through how to structure a post-COVID-19 response is a Herculean task given the number of unknowns.

While uncertainty abounds, we can start to reduce the unknown by laying out some of practical elements policy makers will need to consider when shaping strategy. As we move forward, flexibility will be an important attribute as new data and deeper understanding of the economic and social impacts will inform where strategic adjustments will be needed. This is a prime example of the old adage that sometimes the approach isn't "ready, aim, fire" but "ready, fire, aim".

Need for Highly Visible, Easily Accessible and Well Controlled Response Supporting Re-employment

Once the crisis ebbs, the public's attention will turn towards what governments are doing to help them return to work. Their anxiety to resume work will be balanced with the need to feel safe. The reality is they will expect the government to guide them through this period just as the government did through the height of the crisis.

Governments' response may need to be a combination of highly-visible messaging about the length of the recovery combined with a well-structured operational response that not only provides employment services but also provides the structures being need to feel they are engaged as they wait their turn to rejoin the workforce.

- Governments may wish to think about communication plans that communicate the stages the recovery will go through

- Governments may wish to adjust their employment services model to incorporate engagement tactics that generate feelings of community and inclusion to avoid feelings that "my government has forgotten me"

Practical Considerations in Adjusting the Government Employment Service Model

Pragmatically, what does this mean for the service delivery model? Based on our current thinking, we believe that services will need to:

- **Employment services will need to rely heavily on digital services** as the primary mode of service delivery in the early recovery period including:

    - Websites
    - Contact centers with inbound and outbound capabilities, SMS text and other messaging and so forth
    - Video conferencing for group or individual conferencing
    - Learning management systems

In order to allow job seekers to access services, governments may need to invest in web-enabled tablets and possibly underwrite the cost of phones.

- **Integrate "well-being" concepts into the employment service delivery model** to assist people to move through normal emotional responses to crisis experiences as well as processes for identifying and assisting those who have more significant issues (domestic/family abuse, substance abuse, clinical depression)

- **Enhance / expand training content.** Training content will need to reflect the changes. Some content may already exist but others might need to be developed. Training on how to use digital tools that support remote work. Courses on sanitizing workplaces and implementing social distancing in the workplace. Providing fundamental training to support industries that will grow in the post-COVID-19 period and other trainings that reflect the new normal.

- **Serve as an information point / referral services for adjunct assistance.** Job seekers may need or benefit from other forms of assistance. A significant portion of this group may never have needed assistance in the past and may be unaware they exist or how to connect with them. In addition, there may be new programs or easing of eligibility criteria for existing programs. The employment services entity may provide significant added value by serving as an information and referral point.

Broader Political Considerations

Policy makers will be faced with making trade-offs during the early days of the transition to the new normal. There may a number of rules, regulations and even legislation that need to be temporarily suspended or altered to allow for the swift implementation of a response. Some of these may include such things as:

Procurement processes. Normal procurement processes may need to be suspended in favor of emergency procurement processes. Many governments have emergency procurement laws and have applied them in the past few weeks or months. Emergency procurements may be needed for such things as purchase of digital services, facilities that will support social distancing standards, and so forth.

Staff hiring. Staff hiring may be problematic. Digital services may relieve some of the pressure on staffing by moving some interactions to technology. But in many locations, there will still be a need to expand staff to meet the expected surge in job seekers. Governments will need to review staffing rules to identify rules that may need to be temporarily suspended.

- Staff-to-caseload rules may need to be suspended in recognition that digital tools create different staff-to-caseload requirements

- Staff qualifications may need to be suspended or modified – some locations require specialized degrees but these requirements may restrict hiring flexibility. Moreover, the move to digital service delivery will mean that call center scripts and other tools can be delivered by individuals without advanced and specialized degrees. Moreover, staff with specialized degrees would be freed up to manage complex cases such as domestic violence or active substance abuse.

- Suspension of long-term contracts. Individuals who are hired to manage the surge may need to be released as job seeker roles start to approach pre-COVID-19 levels. This may mean that governments suspend the use of long-term contracts or contract with private providers who can source individuals through shorter-term contracts or consultancy contracts.

Enforcement of informal hiring laws. Working informally (known as "working under the table") is the bain of most governments. For government, it represents lost tax revenues and important data that informs policy decisions. For workers, it means they are not eligible for earned-government benefits in countries where worker contributions are required, earned or enhance unemployment benefits, pensions and other contribution-based benefits. COVID-19 crisis options may include:

- **Option 1 – Do Nothing (at first).** Getting money into people's hands is the first priority

- **Option 2 – Mandate Formal Employee Registration in Exchange for Government Assistance**. – Create barriers to informal work by requiring proof that businesses receiving assistance comply with registration of new hire

- **Option 3 – Middle Ground - Leverage the Crisis to Create a Paradigm Shift.** This is a middle ground approach to Options 1 and 2. There are three four action steps to this option:
  - *Stage 1: Do nothing* during the immediate post-crisis period
  - *Stage 2: Implement Public Anti-Informal Employment Campaign.* Disseminate public education campaigns to explain why informal employment is damaging
  - *Stage 3*: Conduct General Amnesty Program and invite employers to register employees without fear of penalty
  - Stage 4: Implement Strong Enforcement Program which includes public-relations campaigns publicizing egregious cases and how those lost funds hurts not only workers but includes funds that go to public services such as hospitals

The Need for Data

Labor market data will be more critical than in the past. Who's unemployed, what did they do before, can they resume their former jobs and, if not, do they need new skills? Which industries are reopening, what is their current workforce numbers compared to the pre-COVID-19, at what rate do they think they can recover (if recover at all), and are they changing their businesses models?

Some of this data can be gleaned from existing data repositories while other data sources may need to be developed. This may require expanding the number of data points being captured in systems, figuring out how to capture additional data through new data bases, surveys and other instruments.

Section 3: Structuring the Employment Services Model to Support the Transition Period

The following offers our thoughts around:

- Objectives for Emergency Redesign of Employment Services

- Using a One-Stop Concept with an Integrated Project Management Capabilities

- Functional Breakdown of How Services May Change in Different Stages of the Transition

Objectives for Emergency Redesign of Employment Services During the Transition Period

In thinking through how the government employment services might be modified to support the transition to the new normal, we offer the following as potential objectives for Policy Makers:

Incorporate or Expand Duty of Care Services

- The delivery model should incorporate "duty of care" concepts around protecting the health of staff and job seekers

- In addition to protecting their physical health, Policy Makers should think about incorporating "wellness" concepts to strengthen and sustain the resiliency of staff and workers over what may be a long recover period

- Likewise, integrating specialized assessment tools and a network of available clinical resources into the model would allow employment services to identify those who are at high risk for harm including those suffering from depression, victims of domestic / violence situations, and substance abuse

Leverage Digital Tools and Social Distancing Concepts

- Much of the service delivery model can be pivoted to digital tools such as call centres, video conferencing, learning management systems, and email to reduce the risk of transmission

- When science tells us the risks of in-person interactions have reduced and there is an appropriate level of benefit, physical spaces should be adjusted to support physical distancing standards as well as strict standards around office sanitation

Serve as a Point of Connection for Adjunct Government and Community-Based Services

- Individuals and families, particularly those who are financially stretched, may need to access other available government services such as housing and food assistance

- By incorporating a referral mechanism within the employment services not only aids in getting additional assistance to individuals but also builds a sentiment that government is partnering with individuals to help them through the transition period

Be Scalable to Expand and Contract as Needed to Support the Expected Surge of Job Seekers

- It is a reasonable assumption to expect that the existing network (whether it is public services, private services or a combination of both) will be insufficient to support expected volumes of job seekers

- It may also be reasonable that the existing employment services will have smaller capacity during the transition as some workers may not be available to personal or family considerations

- Even with the additional of digital tools, it may be necessary to expand staffing on a temporary basis that may last several months and then reduce staffing as conditions permit

Develop a Communications Strategy

- Absence of messaging may lead to frustration, feelings of abandonment, anger towards government and provides fertile grounds for rumor and discord

- Communicating frequently with clear and consistent messaging will be vital in building public trust around what to expect, when to expect it and how to access resources

Establish a Project Management Operation to Coordinate the Response

- All of these objectives point to the need for a centralized and strong coordinating body that can oversee the implementation of digital tools, refocus staff away from traditional in-person supports to digital supports, modify content to support wellness and resiliency concepts, manage staff expansion and reductions, and build real-time support networks
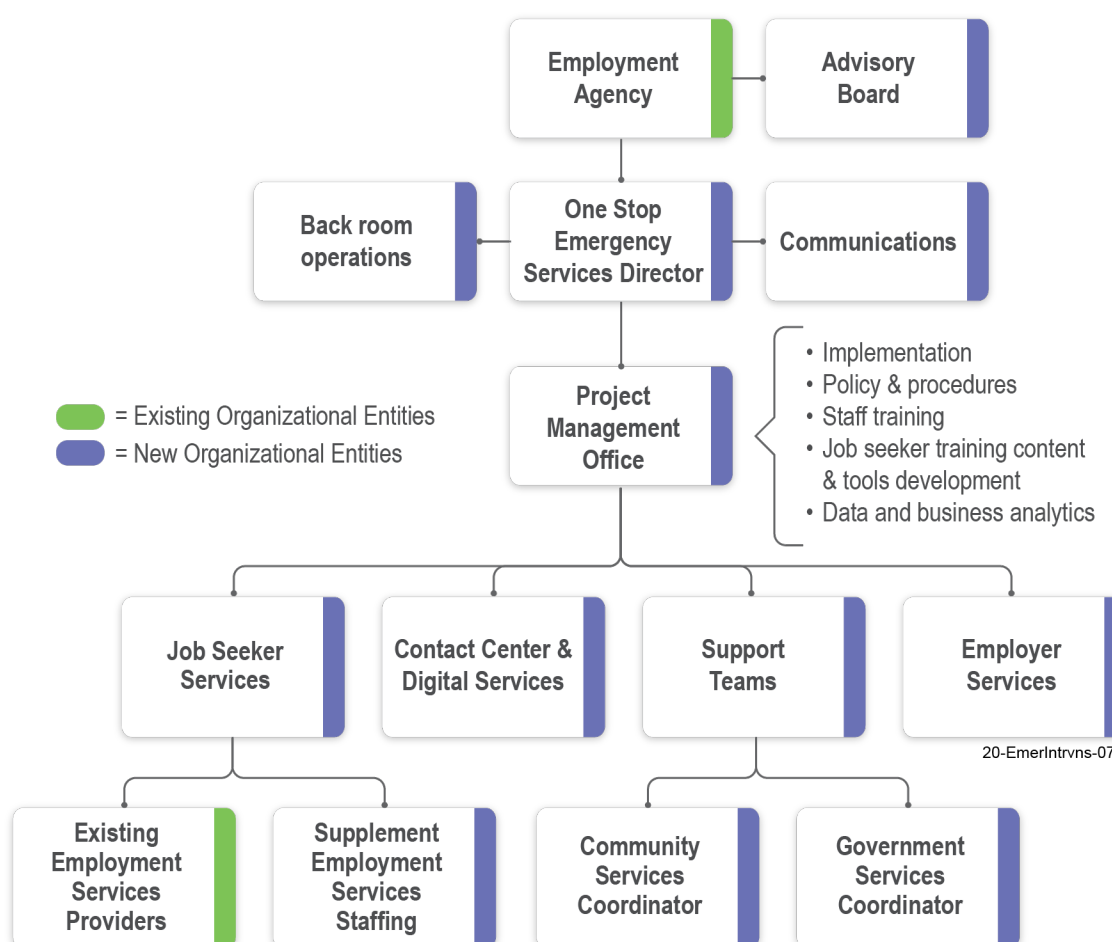
Get Data and then Get More Data

- Accurate data will be crucial for Policy Makers – it will provide insights into staffing levels, service model efficacy, understanding of regulatory barriers that may need adjustment and so forth

- Expanded job seeker profile data, employer surveys, job seeker surveys, capacity of support providers to accept new referrals, and other data will help guide next steps and communication strategies

Using a One-Stop Concept with Integrated Project Management Capabilities

One approach to addressing these objectives would be the implementation of a "One Stop" service that builds a temporary framework around the existing employment services function to coordinate a broad response that includes:

- Standing up digital services

- Pivoting existing staff from in-person services to providing services digitally

- Supplementing existing staff with temporary staff

- Acting as the "chief traffic cop" by distributing new job seekers between existing services and supplemental staffing

- Building online content for self-service and to assist employment staff to provide meaningful service delivery through video conferencing and other tools

- Serve as the single point of coordination for all other services including employer services, wellness and mental health supports, and adjunct government services

- Gather, analyse and present critical data, trends and recommendations to policy makers

- Make recommendations to the employment agency around when and which in-person services may resume and under what conditions. And then affect that change through training, communications, and oversight

The organizational model to support a One Stop concept is depicted below. The organizational boxes in green represent the existing (pre-COVID-19) structure. The remaining areas represent the structure put in place to deliver temporary emergency employment services.

= Existing Organizational Entities
= New Organizational Entities

Project Management Office:
- Implementation
- Policy & procedures
- Staff training
- Job seeker training content & tools development
- Data and business analytics

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How and When the Employment Services Model would Change

The One Stop operation will go through stages which reflects a) the anticipated increase in the number of job seekers and b) reflects the high degree of danger which may exist as services resume. Over time both conditions will ease but at what rate is still to be determined.

During the initial days, there will be a high need for control, an absolute need to provide services remotely and the ability to collect data. In order to accomplish this, we would recommend the following changes:

A Single Point of Entry: All new cases would be registered through a single-point of entry by job seekers using online registration or registration through the call center. This list could be expanded to include information from individuals already registered with existing system. Adjustments would need to be made to reconcile with existing databases of registered job seekers to provide data analytics and to collect updated information on which existing service had capacity to accept new job seekers.

Assignment of Job Seekers to Existing Services. New job seekers would be assigned a service provider. The concept here would be to maximize the existing capacity first (existing public services and/or existing private providers) and using the overflow capacity of the One Stop to support all other job seekers.

Leverage Small (often digital) Groups to Make Efficient and Effective Use of Staff Time. It will be important to be in regular and consistent contact with job seekers – either digitally or face to face as is appropriate. One way to accomplish this would be through small group meetings (sometimes referred to as Job Club meetings). One of the key benefits to this approach is it leverages small group dynamics and fosters peer-to-peer relationship building. During the early days of the One

Stop, these meetings might occur once a week and be facilitated by same staff person. To support the facilitator, a prescribed series of meeting agendas could be developed each with a specific goal in mind. Staff would be trained on the purpose and content as well as key skills for managing small groups. For the first few months, we would envision these meetings occurring through video conferencing tools that allow job seekers to not only see hear each other but to see each other.

To support this concept, as well as to deliver training remotely, it may be necessary for the government to invest in web-enabled tablets. When conditions permit, Job Club meetings could switch to in-person meetings where social distancing standards are observed.

We would suggest that the Job Club facilitator also make outreach calls to members of their Job Clubs in an effort to obtain insights that an individual may not be willing to share in a group format. These outreach calls along with confidential self-assessments would help facilitators identify individuals who may be at-risk for various reasons and who need follow-up services to connect them to supports.

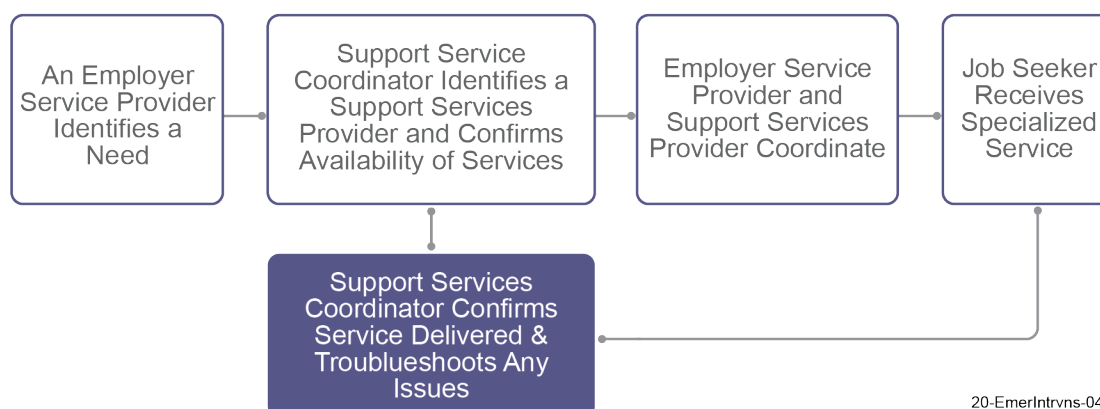### Integrating Special Support Services

Regardless of which approach is used, all service providers will need to integrate and access additional services to address trauma impacts and other barriers to employment. The One-Stop can play the lead role in identifying adjunct services and coordinating with the services to monitor capacity to accept referrals. The One Stop would serve as the coordinating body. The organizational structure might look as follows:

Organizational Structure for Specialized Support Services
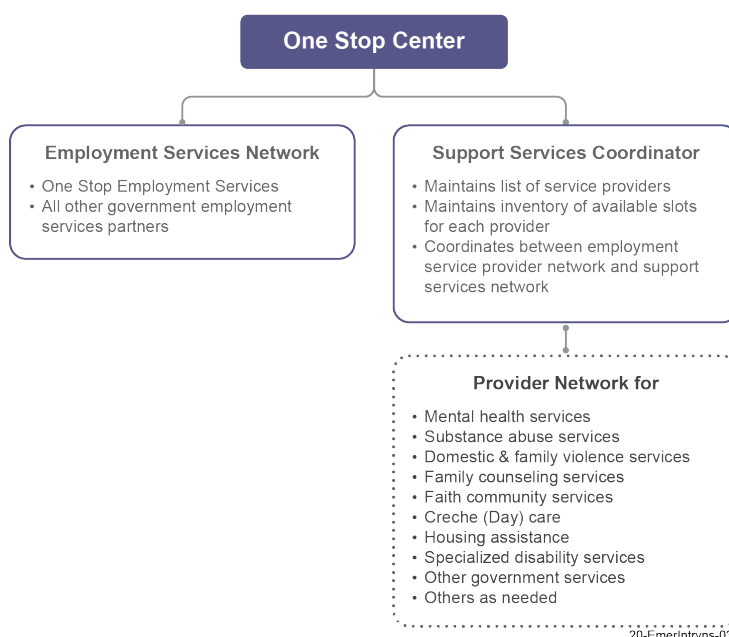
When staff at the One Stop or other employment provider identifies a need, they would contact the Support Services Coordinator who identifies available resources. The employment services staff (who work directly with the individual) would work directly with the service provider to arrange for services. The Support Services Coordinator would confirm service delivery and help trouble-shoot any issues as seen below.

Process Flow for Specialized Support Services

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┌──────────────┐   ┌──────────────────┐   ┌──────────────────┐   ┌──────────────┐
│ An Employer  │   │ Support Service  │   │ Employer Service │   │ Job Seeker   │
│ Service      │──▶│ Coordinator      │──▶│ Provider and     │──▶│ Receives     │
│ Provider     │   │ Identifies a     │   │ Support Services │   │ Specialized  │
│ Identifies a │   │ Support Services │   │ Provider         │   │ Service      │
│ Need         │   │ Provider and     │   │ Coordinate       │   │              │
│              │   │ Confirms         │   │                  │   │              │
│              │   │ Availability of  │   │                  │   │              │
│              │   │ Services         │   │                  │   │              │
└──────────────┘   └──────────────────┘   └──────────────────┘   └──────────────┘
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Support Services Coordinator Confirms Service Delivered & Troublueshoots Any Issues

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Job Matching Services

In a normal economy, the labor market exchange is fairly efficient. Where government tends to step-in is in helping those who are struggling to find job openings that meet their needs. In this environment, government might wish to step-in to assist employers as well by identifying qualified candidates and arranging interviews.
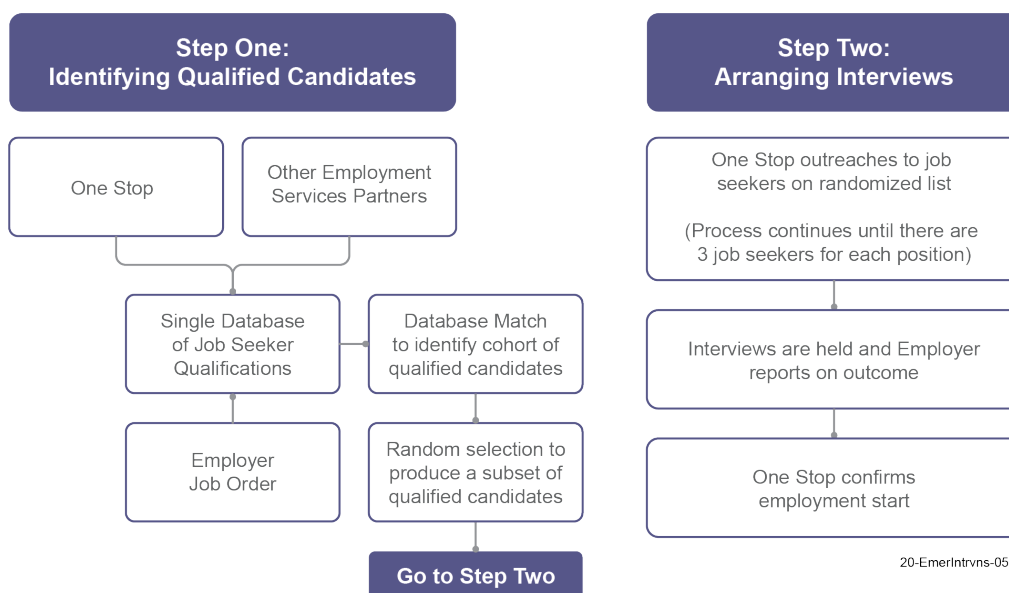
- Large Hiring Needs: Companies needing to hire significant numbers of employees may not have the internal resources to support the effort. In this instance, the One-Stop would serve as an extension of their existing human resources staff to organize large hiring events

- Small Employer Needs: Small employers also are faced with human resource constraints. In this case, however, small employers may be overwhelmed by the volume of responses to the announcement of a small number of job openings. Moreover, the possibility exists that unsavory practices may arise such as the potential of pressure to hire specific individuals, the offering of bribes as well as job seekers being approached by unlicensed individuals who might charge unreasonable brokering fees.

Under this approach, the One-Stop Center could serve as a central point of connection between all government employment services and employers. In order to manage the potentially large volumes of job seekers and to provide an efficient process for employers, a two-step process could be used:

- **Step One: Develop a Pool of Qualified Job Candidates.** Employers would prepare job descriptions and other information regarding an opening (such as location) and present the "job order" to the One-Stop. The One Stop would use the centralized pool of job seekers to identify candidates that meet the requirements.

  Historically, our "rule of thumb" is to provide employers with a minimum of 3 qualified candidates for each opening. In the case where there are substantially higher numbers of qualified candidates, a subset would be drawn using randomized sampling.
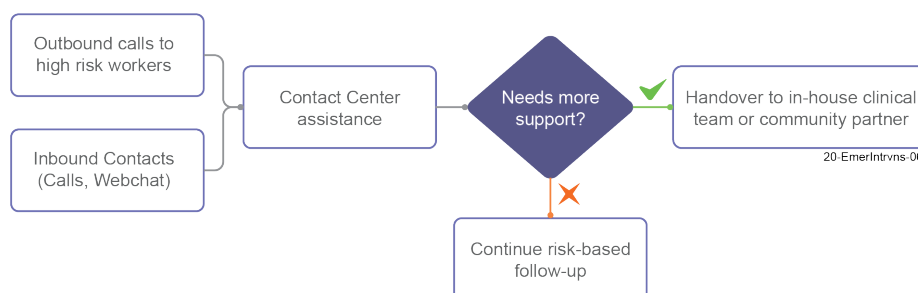
- **Step Two: Arranging Job Interviews**. One Stop staff would outreach to each job seeker in the subset to confirm they are still unemployed and to offer them an interview slot. Interview date and time would be arranged. During the initial stages of the emergency response, employers would be requested to conduct all interviews be done remotely by phone or video conferencing. Where in-person interviews are a necessity, assurances would be sought that interviews are conducted using appropriate social distancing protocols. The employer would report the outcomes of the interviews and the One-Stop would follow up to confirm job starts where job offers were made.

**Step One:
Identifying Qualified Candidates**

One Stop

Other Employment Services Partners

Single Database of Job Seeker Qualifications

Database Match to identify cohort of qualified candidates

Employer Job Order

Random selection to produce a subset of qualified candidates

Go to Step Two

**Step Two:
Arranging Interviews**

One Stop outreaches to job seekers on randomized list

(Process continues until there are 3 job seekers for each position)

Interviews are held and Employer reports on outcome

One Stop confirms employment start

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Post-Employment Supports. Obtaining employment will greatly ease anxiety for many people but the psychological impacts of experiencing the pandemic may linger after employment – especially for those in hard hit areas. These may manifest themselves in a variety of ways including:

- Irritability and inability to interact well in team structures

- Continued anxiety around paying off debt

- Concerns / guilt around creche (day) care and other caregiver responsibilities

- Lack of sleep, improper eating

- Continued substance abuse

- Domestic violence

A One Stop model can be setup to include ongoing assistance. Given the potential numbers of individuals involved, this could be done using a contact center, risk-based outreach, development of an online toolkit, and ready access to clinical services for those in need of deeper support. This approach is outlined in the graphic below.

Outbound calls to high risk workers

Inbound Contacts (Calls, Webchat)

Contact Center assistance

Needs more support?

Handover to in-house clinical team or community partner

Continue risk-based follow-up

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Functional Breakdown of How Services May Change in Different Stages of the Transition

The model described above relies almost entirely on delivering services in a digital environment. As the crisis eases, Policy Makers may wish to re-introduce in-person service delivery as it existed pre-

COVID-19 or modify the service model to combine highly effective portions of digital service delivery along with in-person services.

In thinking through how this may evolve, we have laid out a table showing the pre-crisis service delivery, the digital service delivery model for the immediate post-crisis transition period, and a post-crisis model that might contain both digital services and in-person services.

Table 2: Employment Services by Function and Transition Stage presents these concepts on the next page.

Table 2: Employment Services by Function and Transition Stage

Phase	Current Approaches	Early Transitions Phase	Late Transition
Registration	- Walk-in - Automated referral from another government program - Online	- Online - Web-based - Automatic referrals	- Evaluate public health risk of resuming walk-in services - Retain digital options
Orientation & Enrollment	- One-on-one - Small groups - Online	- Phone orientation - Video meetings - Online	Evaluate effectiveness of digital orientation against public health risk of in-person service delivery
Training by Service Provider or Registered Training Organization	- Small groups - Online courses	- Video meetings - Online courses	- Retention of digital tools that prove to be effective and efficient - Evaluate effectiveness of digital orientation against public health risk of in-person service delivery
Case Management / Ad Hoc Advice & Guidance	- One-on-one - Small groups (Job Clubs)	- Phone meetings - Video conferencing (one-on-one and small groups - Digital content to provide support & monitoring	- Retention of digital tools that prove to be effective and efficient - Where possible, resumption of some in-person services for those who need higher levels of support

Phase	Current Approaches	Early Transitions Phase	Late Transition
Interventions / Supports for Job Seekers with Barriers to Employment	Connecting people to adjunct services provided by other entities / services where the Job Seeker ■ Visits creche (day) care centers to select day care provider ■ Substance abuse peer-group meetings ■ Walk-in / in-person visits to other service providers (housing assistance / food assistance) ■ One-on-one visits with allied health professionals (mental health supports / rehab and so forth)	■ Some services can be provided using digital tools (conference calls, online tools and so forth) ■ Creche (day) care selection may require the development and certification of facilities which meet "social distancing" standards as well as video conferencing to help parents narrow down facilities ■ Some need for in-person service delivery to safeguard the job seeker's personal safety or privacy such as: 　○ Suspected or reported domestic / family violence 　○ Desire to maintain strict privacy around substance abuse 　○ Concerns over potential for self-harm	■ Retention of digital tools that prove to be effective and efficient ■ Cautious resumption of in-person supports using social distancing protocols
Job Search Training	■ Online training courses ■ In-person training	■ Online training ■ Virtual training	■ Online training ■ Retention of digital tools that prove to be effective and efficient ■ Cautious resumption of in-person training courses
Job Matching	■ Online application ■ Job Fairs ■ Cold calls ■ In-person interviews	■ Online job matching and applications ■ Virtual job fairs and interviews ■ Limited in-person interviews for final candidate selection if needed	■ Online applications ■ Retention of digital tools that prove to be effective and efficient ■ Cautious resumption of in-person interviews using social distancing protocols
Post-placement Supports	■ Phone calls ■ Employer visits where needed	■ Phone calls	■ Phone calls

Final Thoughts

Crisis bring chaos – at least in the short-run. Crafting a response requires agility and flexibility. It may mean invoking emergency procurement rules and suspension of normal governmental regulations which – in the sort-run – may hinder government's ability to quickly, efficiently and effectively act. And in this case, it means bringing together more interventions and supports than typically needed to support individuals into sustainable employment.

MAXIMUS has prepared this white paper together in hopes that it can help governments gearing up local responses as health risks subside. For us, it is an extension of our mission of "*Helping Government Serve the People.*"

About MAXIMUS

MAXIMUS provides a range of services in the government health and employment services sectors, including employment services for the hard-to-serve, disability and health assessment services, eligibility screening for government programs, program enrollment services, consulting and business process reengineering services, as well as a myriad of related government services. We are driven by a mission to strengthen communities and improve the lives of those we help through healthcare, employment and support services.

Founded in 1975 with the mission of Helping Government Serve the People®, MAXIMUS is a global firm with more than 30,000 employees in the United Kingdom, the United States, Australia, Canada, Singapore, Italy and the Kingdom of Saudi Arabia. MAXIMUS is publicly traded on the New York Stock Exchange (symbol MMS) and has been rated as one of America's 100 most trustworthy companies by Forbes.

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