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Welfare-Government Hiring [2]

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	SSN (Partial); DOB (Partial); Phone No. (Partial) (1 page)	04/08/1997	P6/b(6)

COLLECTION:

Clinton Presidential Records
 Domestic Policy Council
 Elena Kagan
 OA/Box Number: 14372

FOLDER TITLE:

Welfare- Government Hiring [2]

2009-1006-F

bm8

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

**Welfare to Work Cabinet Meeting
The White House, Cabinet Room
1:30 p.m.-2:30 p.m.
April 10, 1997**

W2 - gut lining

Announcement

Today, President Clinton holds the first full cabinet meeting of his second term to receive responses to his March 8, 1997 directive asking all Federal agencies to develop plans to hire welfare recipients. All of the Cabinet agencies, as well as over 100 non-Cabinet agencies and departments, have submitted hiring plans to the President through the Office of the Vice President. To date, the Cabinet agencies estimate they can directly hire into the Federal government 8,000 welfare recipients during the first two years of this program. And some agencies have already committed to hiring at least 2,000 more over the next two years bringing the initial total to 10,000. Further, most agencies will be encouraging their grantees and contractors to hire welfare recipients.

The President is also releasing today new data showing that welfare caseloads have declined by 2,755,000 or 20 percent during his first term and he is announcing plans to meet in May with a large group of corporate CEOs to discuss their specific commitments to make the welfare reform effort a success.

Background

On March 8, 1997, President Clinton directed each head of a Federal agency or department to use all available hiring authorities to hire and retain welfare recipients in jobs in the government. The President called for agencies to prepare individualized plans for hiring and retaining welfare recipients.

Each head of a Federal agency or department was asked to assess its hiring capacity and to develop a hiring and job retention plan suited to that particular agency's workforce, resources, and needs. All Cabinet agencies and over 100 non-Cabinet agencies and departments have responded.

Since signing the historic welfare reform law, the President has urged businesses, non-profit organizations, and religious groups across the nation to help make its promise of opportunity real by offering jobs to welfare recipients. In today holding a special Cabinet meeting to discuss the hiring plans of all agencies, the President helps to ensure that the federal government, as the nation's largest employer, does its fair share to move welfare recipients to work.

Making Welfare Reform Work

The Federal government hiring effort is only one piece of President Clinton's larger strategy to make welfare reform a reality. First, the President is visiting state legislatures to share the country's best welfare to work practices and to encourage

every state to rise to the challenge he has laid out to them. Second, the President has enlisted key members of the business community in his effort, soliciting pledges of help from major CEOs and working to build a larger network of business people who will hire welfare recipients. Third, he continues to reach out to nonprofits and the faith community, similarly urging them to meet his challenge and offering them information and expertise on how to do so. Finally, the President has included \$3.6 billion in his FY 1998 budget for several welfare to work initiatives including tax credits and other incentives for businesses that hire people off welfare; incentives for job placement firms and states to create more jobs for welfare recipients; and transportation and child care to help people go to work.

Facts and Figures

Federal Government Employees

- There are 1.9 million Federal employees nationwide
- Federal employees represent 1.5% of this country's workforce
- Last year, the federal government hired over 190,000 permanent and temporary workers.
- There are 1,513 employees in the Executive Office of the President -- a number including all employees of the Office of Management and Budget, the US Trade Representative, the National Security Council, the Domestic Policy Council, the National Economic Council, and others

Additional Hiring Power In the U.S.

- There are 826,000 U.S. businesses with more than 20 employees
- There are 1.1 million nonprofit organizations (not including congregations).
- There are 135,119 congregations with more than 200 members and 205,583 congregations with more than 100 members.

The Welfare Rolls

- There are 20 percent *fewer* people on welfare than the day the President took his first oath of office -- the largest decline in the history of the welfare system.
- The welfare caseload fell by 2,755,000 from 14,115,000 in January 1993 to 11,360,000 in January 1997, decreasing as much in the last four years as

it increased in the first *25 years* of the program.

- Before the President signed the welfare reform bill, he worked with states to test reform strategies, giving 43 states waivers from federal rules to experiment with reforms that required work, imposed time limits, and demanded personal responsibility. In 1993, the President made work pay better than welfare for 15 million low income families through an expansion of the Earned Income Tax Credit which he proposed and the Congress adopted.

Q&A

The Federal Government Plan to Hire Welfare Recipients

Question: How many welfare recipients is the Federal government committed to hiring?

Answer: To date, the Cabinet agencies estimate they can directly hire into the Federal government 8,000 welfare recipients during the first two years of this program. And some agencies have already committed to hiring at least 2,000 more over the next two years bringing the initial total to 10,000. Further, most agencies will be encouraging their grantees and contractors to hire welfare recipients.

Question: Hiring a total of 10,000 welfare recipients over four years seems ambitious. Are these figures realistic?

Answer: This is an ambitious plan and it is a testament to the leadership and creativity of this Administration. However, you must remember that these numbers are preliminary estimates and may go up or down depending on future budgets as well as the success of agency outreach and retention plans, and other factors such as the strength of the economy.

Question: These numbers seem modest given the enormity of the problem. Why are they so skimpy?

Answer: Actually, these numbers represent what is essentially the Federal government's fair share of the effort to hire welfare recipients. The Federal government is approximately 1.5 percent of the nation's workforce. To meet its portion of the President's challenge to move 2 million people off of welfare by the year 2000--which amounts to moving about 700,000 adults into the workforce -- the Federal government ought to hire about 10,000 welfare recipients. As you can see on the chart we've handed out, the Federal government has committed to hiring close to 8,000 welfare recipients in the first two years, and we fully expect that number to grow once agencies complete more surveying and have their programs fully operational.

Question: What sort of hires are included in the 10,000 figure?

Answer: All agencies have surveyed their existing hiring capacity and have reported available entry-level positions through all existing hiring capacities including the Worker-Trainee program the President encouraged them to use. The 10,000 number refers *only* to those who would be hired *directly* by the

Federal government. Additionally, many of the agencies will be encouraging their grantees and contractors to hire welfare recipients, thereby further increasing the number of recipients likely to be hired.

Question: What are the common elements of each plan?

Answer: While every agency plan is different, most plans address the following elements: Agency hiring capacity and available resources; plans for outreach to potential employees both within the Federal government and in the private for-profit and nonprofit sectors through government contractors and grantees; job preparation including formal training, job readiness and education; and plans to retain employees once hired including addressing child care and transportation issues, as well as using existing Employee Assistance Programs and creating mentoring or buddy programs to address personal issues that may arise.

Question: How are you going to hire welfare recipients at a time government is downsizing and budgets are tough?

Answer: It is true that the government has been downsizing. Since the President took office, he has actually shrunk the Federal government to its smallest size in three decades. However, downsizing does not mean that there are no jobs to fill. As in any organization, there is a natural amount of turnover in jobs at all levels. The Federal agencies have surveyed *current* vacancies and have committed to reaching out specifically to the welfare population to fill those positions.

Question: How many Federal employers are there and what percentage of the workforce does that represent?

Answer: There are 1.9 million Federal employees that account for 1.5% of the nation's workforce.

Question: How much will this effort cost?

Answer: This effort should not cost anything. All personnel offices conduct recruitment and outreach as part of their normal activities and build in these necessary activities as part of their normal budgets. Essentially, we are expecting agencies to carry this out within their existing budgets.

Question: Will agencies be hiring only in Washington, D.C.?

Answer: No. We're talking about jobs all over the country. More than 85 percent of federal jobs are located outside the Washington metropolitan area.

Question: The White House has over 1,500 employees. Why is the White House hiring only six recipients?

Answer: While this number might sound small, it is actually comparable to other agency hiring targets when compared to the percentage of each agency's workforce. For example, the Department of Transportation has committed to hiring 206 welfare recipients, the GSA 65 and DoD 1,605--but each is hiring approximately the same percent of its total Federal employees.

Further, the White House is ready to hire six welfare recipients now. Once the White House program is in place and the initial six are hired, we expect to continue to hire more over the coming years.

Question: In which departments will the White House place the first six welfare recipients?

Answer: One of the first welfare recipients will be placed in the Domestic Policy Council, the agency primarily responsible for welfare reform. Others will be placed through the Executive Office of the President.

Question: Aren't you favoring welfare recipients over everyone else?

Answer: We are not creating any preference such as the one that exists for veterans. We are encouraging the departments to use an existing hiring authorities, including programs that allow departments to cut through red tape and hire entry-level workers quickly and easily. We are also encouraging outreach efforts. This is the same commitment that the President has asked of the private sector.

Question: Why are we specifically helping welfare recipients rather than other poor people?

Answer: We make no apologies about the fact that we are asking the agencies to hire needy single mothers with children. These are the people whom it is most crucial to reach and put on the track of work. We want to help these families move from dependence on welfare to independence through self-sufficiency.

Question: Now that the agencies have turned in their plans, what are the next steps?

Answer: Agencies will begin working right away to fill available jobs by reaching out to welfare recipients to notify them of those jobs, and to fully use the existing programs to help recipients take *and keep* the jobs.

Question: Why did it take the Administration so long to get its hiring program off the ground?

Answer: The Federal hiring process has lots of complex rules and regulations and it took some time to figure out the best ways for agencies to hire entry-level people quickly and easily. We are thrilled that so many of the agencies presented us with creative and ambitious plans that show their commitment and leadership to the pressing issue of moving welfare recipients permanently into the workforce.

Question: Does the President think federal government hiring is the way to reform welfare?

Answer: The Federal government's role is an important one, but it is only part of the formula for success. The President wants the Federal government to do exactly what he has asked the private sector to do -- help meet his challenge to move 2 million people off the welfare rolls by the year 2000, and to *continue* to move recipients into work thereafter. The President is extremely pleased that all of his Cabinet Secretaries and other agency and department heads have responded so enthusiastically.

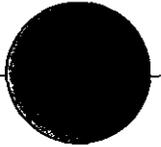
Question: What can you tell me about the meeting the President is planning with business leaders in May?

Answer: As you know, the President has met several times with key business leaders to discuss their role in making welfare reform a success. Most recently, the President met with 14 CEOs of major corporations, each of whom pledged to become involved in this effort. Now, this May, the President will again meet with many of those CEOs as well as 25 additional CEOs to talk about their specific commitments to the welfare to work effort.

Question: Nearly half of the total hiring figures you've cited for all Cabinet agencies come from the Department of Commerce's commitment to hire 4,000 people to help with the Census. Don't these temporary hires artificially inflate your numbers?

Answer: We are extremely pleased that the Department of Commerce has committed to hiring so many people over the next four years to do work on the 2000 Census. Most of these jobs will last up to six months while some will last up to one year. There will also be options for some of the individuals to be converted to permanent employment. However, as you know, every job is significant because whether it is short term or long term, a job offers a welfare recipient valuable work experience and on-the-job

training that can help her achieve permanency in the labor market. Further, even without the Census numbers, the Cabinet Secretaries' numbers are extremely significant and only represent a start. Once agency programs are up and running, we will likely see the numbers continue to rise.



WHITE HOUSE STAFFING MEMORANDUM

DATE: 4/9 ACTION/CONCURRENCE/COMMENT DUE BY: 4/10 (10:00am)

SUBJECT: Cabinet Meeting - Welfare Remarks

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	McCURRY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BOWLES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	McGINTY	<input type="checkbox"/>	<input type="checkbox"/>
McLARTY	<input type="checkbox"/>	<input type="checkbox"/>	NASH	<input type="checkbox"/>	<input type="checkbox"/>
PODESTA	<input checked="" type="checkbox"/>	<input type="checkbox"/>	RUFF	<input type="checkbox"/>	<input type="checkbox"/>
MATHEWS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input type="checkbox"/>	<input type="checkbox"/>
RAINES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	REED	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BAER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SOSNIK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ECHAVESTE	<input type="checkbox"/>	<input type="checkbox"/>	LEWIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EMANUEL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	YELLEN	<input type="checkbox"/>	<input type="checkbox"/>
GIBBONS	<input type="checkbox"/>	<input type="checkbox"/>	STRETT	<input type="checkbox"/>	<input type="checkbox"/>
HALE	<input type="checkbox"/>	<input type="checkbox"/>	SPERTING	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HERMAN	<input type="checkbox"/>	<input type="checkbox"/>	HAWLEY	<input type="checkbox"/>	<input type="checkbox"/>
HIGGINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	WILLIAMS	<input type="checkbox"/>	<input type="checkbox"/>
HILLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	RADD	<input type="checkbox"/>	<input type="checkbox"/>
KLAIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Waldman</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BERGER	<input type="checkbox"/>	<input type="checkbox"/>	<u>Portelson</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LINDSEY	<input type="checkbox"/>	<input type="checkbox"/>	<u>Kamack</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Comments to Bl. Attie

RESPONSE:

DRAFT

PRESIDENT WILLIAM J. CLINTON '97 APR 9 PM7:50
TALKING POINTS FOR CABINET MEETING ON WELFARE
Thursday, April 10, 1997

I want to begin by welcoming the members of my Cabinet for this special meeting. One month ago, I directed the members of my Cabinet to do everything they can to hire people off the welfare rolls into available jobs in government. Today, I will receive each agency's specific plans to do so.

We have the good fortune to begin with some very encouraging news. Today, I am pleased to report that over the past four years, America's welfare rolls declined by 2.8 million people. The welfare rolls have now declined by more in the past four years than they increased in the first twenty-five years of the program.

But our work is not done. In the next four years, we must move another 2 million people off welfare. And we all have a responsibility to see that the jobs are there, so people can leave welfare and become permanent members of the workforce.

Of course, the vast majority of these jobs must come from the private sector. That is why I will convene a meeting of business leaders here at the White House next month, to talk about the ways they can help in this effort.

I am also announcing that Betsy Myers, my Director of Women's Outreach, will be moving to the Small Business Administration, where she will lead a new effort to encourage small and women-owned businesses to hire people off welfare.

But the government must do its share as well -- even as we shrink the national government to its smallest size in three decades. We have a moral obligation to set an example.

Today, I am pleased to announce that the federal government will hire at least 10,000 welfare recipients over the next four years, and urge private contractors that work with the government to hire people off welfare as well. I am especially pleased that six of these welfare recipients will be hired right here in the White House.

Let me be perfectly clear: these will not be make-work jobs. We will demand the highest performance from these new employees, and insist that they live up to their responsibilities. But in return, we will offer them a chance at a new beginning -- a better future for their family, if they are willing to work for it.

We have with us today two former welfare recipients who have found that new beginning. The Vice President and I just met with them in the Oval Office:

- Rebecca Rae Wilson of Clinton, Iowa. Rebecca is a single mother of two, who was on welfare while attending Clinton Community College. Last year, she got a part-time job as a clerk with her local Social Security office, which enabled her to leave welfare while

DRAFT

she finished school. With her supervisor's encouragement, she's now on her way to a business degree -- she just got a raise and a promotion two days ago -- and she's been offered a permanent job with the Social Security Administration after she graduates.

- Tonya JoAnn Graham of Plainview, Texas. Tonya had a child at age 16, and went on welfare while attending college part-time. She found out about a job at the Social Security Administration through a college professor, left welfare the month she was hired, finished her degree and is now working full-time as a Social Security claims representative.

Their example is proof not just for the government, but for the private and non-profit sectors as well: if we go that extra mile and offer opportunity, we can break the cycle of dependence and make responsibility a way of life. The decisions we will make in this room will enable thousands of American families to remake their lives, as Rebecca and Tonya have.

Together, we have already reduced America's welfare rolls by 2.8 million people, the greatest reduction in our history. Now, as we finish the job, the federal government will use the power of its example to lead the way. By offering jobs to at least 10,000 welfare recipients over the next four years, we will reinforce our most fundamental values of work, family, and responsibility -- and we will inspire new efforts to move people from welfare to work, all across America.

Now I'm pleased to introduce Vice President Gore, who has done so much to reinvent our government, and is overseeing this important effort as well.

**WELFARE TO WORK: FEDERAL GOVERNMENT COMMITMENTS
BY AGENCY
April 10, 1997**

WFR - govt hiring

Agency	Total Number of Potential Hires (FY97-00)	FY97	FY98	FY99	FY00	Total Federal Civilian Employment
USDA	450	100	175	175	TBD	96,741
Commerce	4,180	180	4,000	TBD	TBD	34,228
Defense	1,605	248	505	505	347	769,784
Education	21	21	TBD	TBD	TBD	4,496
Energy	55	0	55	TBD	TBD	17,494
EOP	6	6	TBD	TBD	TBD	1,513
EPA	120	60	30	15	15	17,157
FEMA	125	20	35	35	35	5,044
GSA	121	65	35	15	6	14,435
HHS	300	50	100	TBD	TBD	58,427
HUD	200	50	50	50	50	11,242
Interior	325	50	75	90	110	64,840
Justice	450	100	175	175	TBD	111,535
Labor	120	50	70	TBD	TBD	15,116
NASA	40	0	22	6	12	20,440
OPM	25	25	TBD	TBD	TBD	3,344
SBA	120	30	30	30	30	4,513
SSA	600	150	150	150	150	66,177
State	220	55	55	55	55	23,982
Transportation	206	102	107	TBD	TBD	62,642
Treasury	405	200	205	TBD	TBD	151,176
VA	800	400	400	TBD	TBD	244,857
TOTAL	10,494	1,962	6,274	1,301	810	1,799,183

WR - Govt Hiring

Re: Bawry -

From: Elena In Bruce

GUIDANCE ON WELFARE CABINET MEETING
APRIL 9, 1997

*As you know, the President is making one of his highest priorities of his second term the effort to help welfare recipients make a successful transition to work. The President believes that through the legislation he has proposed to encourage hiring and through other ~~voluntary~~ efforts throughout society, we can move two million more people from welfare ~~(correct way to state???)~~ of the welfare rolls in his next term.

*The President has already been working hard with the private sector to encourage businesses to hire welfare recipients, and he has encouraged the non-profit sector to do the same.

believes
*The President also ~~feels~~ *believes* that the Federal government, as the nation's largest employer ~~(???)~~, must do its part and set an example for the nation.

March 8, 1997
*As you may all remember, on ~~(DATE?)~~ *March 8, 1997*, the President directed ~~(WHO?)~~ *the heads of all executive departments + agencies* to present him with their plans for hiring welfare recipients, and tomorrow (at 1:30), the President will meet with his Cabinet to receive those plans and announce the overall plans of the Executive Branch for hiring welfare recipients.

*The agencies have been working very hard on these plans, and they have been working with the Office of Management and Budget and *(The VP's office? NPR???)* To ensure that their plans are ambitious but also realistic.

Ask Elaine

(We'll have briefers at tomorrow's briefing.)

(Yes, we'll have specific numbers.)

(Pool press in the Cabinet Room)

(President and Vice President will speak)

(We may have one or two individuals (who probably will not speak) who moved from welfare into jobs with the Federal government and have been successful in their work (we're not taking credit for them, at least one predates us, rather they serve as examples of the many people who have made this transition to show that this will in fact work))

TOIV
Reviewed by Reed, Kamarck

*Is this true? Or do you mean OPM?
Elaine will know this.*

WR - out hiring

Welfare to Work

Leadership
HHS

Hiring In an Era of Downsizing
DOL, HUD, SSA, Commerce, VA, DOD

Most Important Retention Strategies
Child Care
Transportation Subsidy

Leveraging the Federal Commitment
OPM, DOE

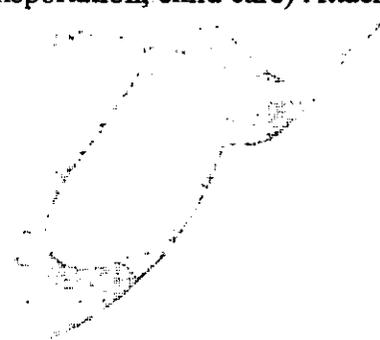
(_____ Name of Department or Agency _____)
WELFARE TO WORK PROGRAM REPORT
For the Month of _____, 199_ /200_

I. Welfare-to-Work Hires this Month:

Federal Employees _____	NAF or Similar _____	Other Indirect _____
Perm _____ Temp _____	Perm _____ Temp _____	By Contractors _____
		By Grantees _____

Other Targeted Hires (Specify):

II. Highlights of Major Successful W2W Initiatives (e.g., special targeted hiring projects, innovative new orientation/training programs, job re-design, special recognition awards, agency/union partnerships, communications and feedback, special community activities, innovative intergovernmental programs, transportation, child care) Attach related materials.



III. Highlights of Identified Barriers to Greater W2W Participation (e.g., resources, agency mission, limited target group, intergovernmental coordination/communication, transportation, child care) Attach related materials.

Send full Report with attachments to:

E-Mail 1 to 2 Page Report to:

WELFARE TO WORK: INITIAL COMMITMENT
Potential Hires by Agency
(as of 4/8/97)

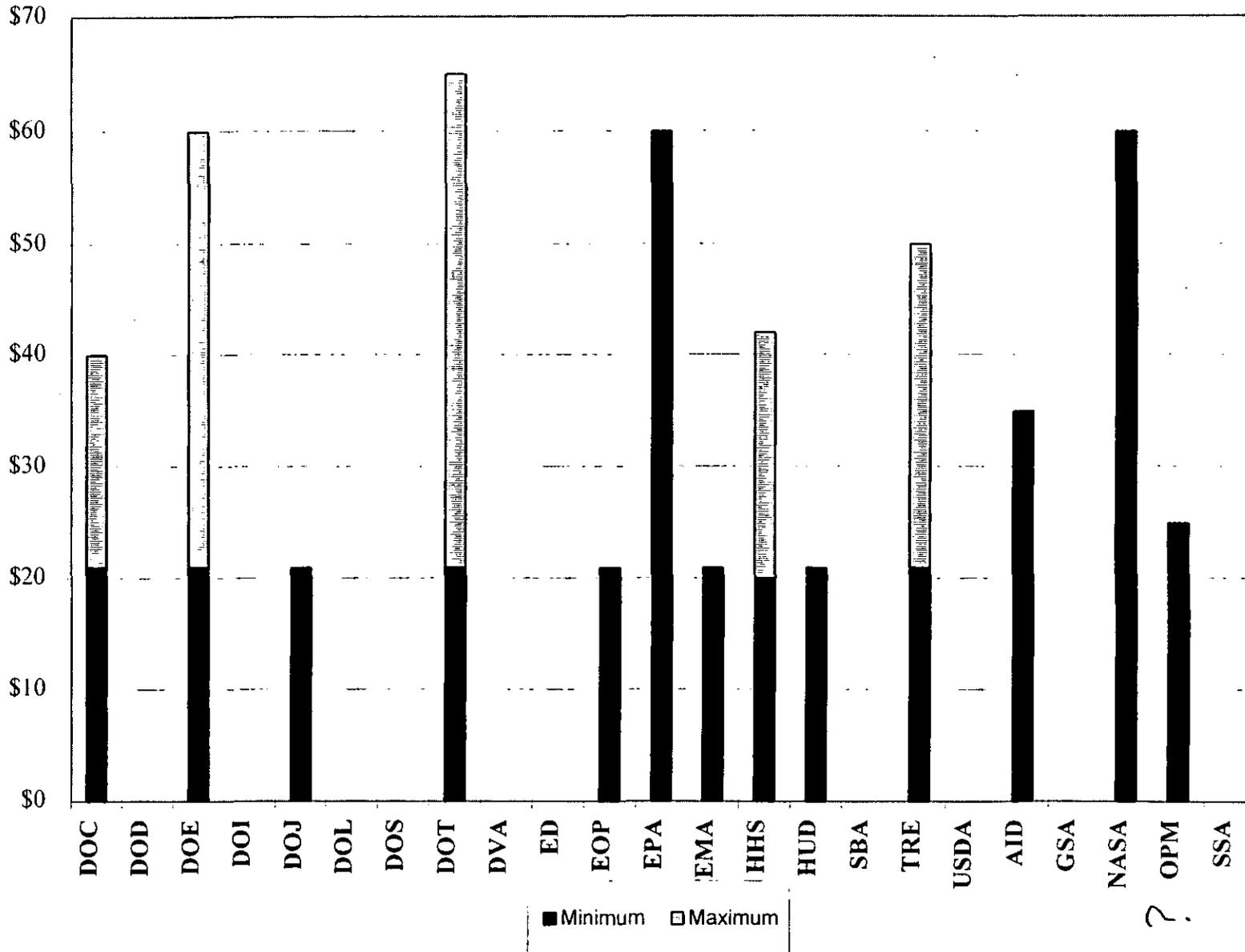
Agency	Number of Potential Hires			Total Federal Civilian Employment*	Potential Hires as % of Total Fed. Employees	Comments
	Federal	Contracts	Grants			
USDA	No numbers	TBD	TBD	96,741	No numbers	
Commerce	4,180	TBD		34,228	0.53%	100-200 the first year, as many as 4000 in 1998 for term appointments (Census).
Defense	1,605	1,264		769,784	0.21%	Of 1,605 potential hires, 693 are NAF. Note: numbers are from DOD's report, not from the 1 page summary.
Education	No numbers		TBD	4,496	No numbers	
Energy	55	TBD		17,494	0.31%	Estimate of hires is for 1997-98
EOP	6			1,513	0.40%	
EPA	60	TBD		11479**	0.52%	
FEMA	See comments			5,044	Can not calculate	10% of local relief workers
GSA	65			14,435	0.45%	
HHS	300			58,503	0.51%	
HUD	200			11,242	1.78%	50 each year for 4 years
Interior	325	TBD		64,840	0.50%	
Justice	50			111,535	0.04%	
Labor	120	TBD		15,116	0.79%	50 the first year, 70 in 1998
NASA	40	TBD		20,440	0.20%	
OPM	25			3,344	0.75%	
SBA	No numbers			4,513	No numbers	
SSA	600			66,101**	0.91%	150 each year for 4 years
State	No numbers	TBD		23,982	No numbers	
Transportation	206	TBD	TBD	62,642	0.33%	
Treasury	No numbers	TBD		151,176	No numbers	
VA	800	TBD	TBD	244,857	0.33%	400 each year for 2 years
TOTAL	8,637	1,264				

* As of January 1997 (Source: OPM Fact Sheet, Office of Workforce Information).

**Numbers are from *The Best Kept Secrets in Government*, Vice President Al Gore, September 1996.

Departmental Use of Transit Subsidies in Washington, D.C.

Showing minimum and maximum monthly subsidies provided by participating suborganizations



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Withdrawal/Redaction Marker

Clinton Library

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Tonya JoAnn Graham, T2 Claims RepresentativeWork Number **(806) 296-7613**Home Number P6/(b)(6) [001]Social Security Number P6/(b)(6) [001]Date of Birth P6/(b)(6) [001]

- **Born in Littlefield, TX**
- **Attended school in Friona, TX**
- **Dropped out of school in the beginning of the 10th grade**
- **Had a child at age 16 (1976)**
- **Obtained high school equivalency (GED) in 1980**
- **Started college in 8/84**
 - **Went on welfare at that time as a single parent**
 - **Obtained AA at Levelland College (5/87)**
- **Found out about the SSA Access vacancy when her college professor announced it in class. Hired as a GS-4 ACCESS student on 1/3/89, promoted to a GS-5, then received subsequent promotions as a claims representative to GS-7,9,10 and 11**
 - **Dropped off welfare in 1/89**
- **Obtained BBA from Lubbock Christian University in 12/90 and began working full-time as a title 2 claims representative**
 - **Her GPA was 3.26 on a 4.00 system**

Prepared by the Dallas Region 4/8/97

Author: BILL THEISS at ~RO-KC
Date: 4/8/97 12:40 PM
Priority: Normal
Subject: Welfare to Work - Kansas City Region

The following capsulizes the work history of Rebecca Rae Wilson, a "Welfare to Work" employee in the Kansas City Region:

Rebecca Rae Wilson is a 41-year-old female with two children, one of whom is learning disabled. Prior to beginning work as a Stay-In-School participant she was receiving ADC, Food Stamps, and HUD assistance. She was not receiving any regular financial assistance from the father of her children. She was attending Clinton Community College working on an associate degree. She readily admits that while on the public assistance rolls she had very low self-esteem and had a great deal of uncertainty about her future and that of her children.

- ❖ Hired as a temporary clerk, GS-2 (Stay-In-School), May 10, 1996, with the Clinton Iowa Branch Office
- ❖ Continued with her schooling while in our employ and will graduate in May with an associate degree in secretarial science
- ❖ Wages earned while working as a Stay-In-School participant have allowed her to get off of ADC
- ❖ In January she wrote a personal letter to the President requesting his assistance in keeping her job after graduation
- ❖ In response to her letter the Area Director, in concert with the Branch Office manager, encouraged Rebecca to continue with her education and begin work on a baccalaureate. Rebecca enthusiastically agreed, and thereby qualified for continuing employment under the Stay-In-School Program. She will attend Mt. St. Claire College beginning in August to work on a degree in business administration
- ❖ In developing historical data for reporting on our experience with "Welfare to Work" participants she willingly shared her story. She even indicated that she would be glad to share her experiences publicly if it might benefit or motivate others on welfare
- ❖ She has just recently been converted under the Student Career Experience Program (Co-Op Student). This allows her to continue her employment with SSA, continue with her education and provides for conversion to a career-conditional appointment upon graduation

Rebecca's employment in the Clinton Branch Office is best described as a family affair. Even though the nature of her appointment was originally temporary, she has been considered and treated as an extended family member. The Branch manager and all of the employees in this small rural office have offered continued support and guidance to Rebecca during her year of employment. That support has even extended to Rebecca's children as well. Rebecca, her children, and all those with whom she works are justifiably proud of how far she has

come in the last year. Each member of the office has helped groom Rebecca to become the productive and conscientious employee she is today. Everyone in the office is supportive of her goal to completely free herself from public assistance and to eventually become a career federal employee with the Social Security Administration.

I've asked Bill Theiss of my Human Resouce Center staff to gather the information provided above. If you need additional information Bill may be reached at (816) 426-3720.

UNITED STATES DEPARTMENT OF AGRICULTURE WELFARE TO WORK PLAN

As Secretary of Department of Agriculture, I am pleased to present the Department's plan to hire and retain welfare recipients into our workforce. USDA, perhaps more than any other Federal agency, affects the well-being of every American every day. Our programs enable us to fight hunger, improve food safety, promote rural development, help farmers better manage risk, protect natural resources, and expand trade opportunities. We are committed to this initiative and see it as an extension of what we have been involved with for decades. We have always been involved at the grass root efforts of working within the communities, states, organizations and will build on these well-established partnerships to hire and support individuals in these endeavors.

USDA will provide employment opportunities for welfare recipients as well as ensure that these employees are given the support needed to succeed in the performance of their jobs and to develop the life skills to promote self-worth as contributors to this great nation. We have identified a variety of job opportunities available nationwide in which we can hire welfare recipients. For example, the Food Safety and Inspection Services will partner with Food and Consumer Service to match local hiring needs for inspector positions with state welfare agencies; and to facilitate a dialogue with the meat and poultry industries to encourage private industry to take advantage of this labor source. We also have a large contractual workforce that provides a wide range of goods and services, and programs funded by grants with private sector organizations, such as educational facilities, state and community programs. The Natural Resource and Conservation Service's environmental conservation programs, which are funded through partnerships and sponsorships with conservation districts, State associations, and other non-governmental organizations, will encourage contractors and cooperators to work with the local welfare or social services offices to give priority consideration to welfare recipients. These are two examples where we have identified employment opportunities and our commitment to ensuring the right match of types of work performed with the interest and skills of our perspective employees.

We will expand the use of the worker trainee program as the major vehicle for hiring and training welfare recipients. We have used this program successfully in the past and believe it provides the best foundation for appointees to have the opportunities to learn marketable skills with formal and on-the-job training. In addition, we will provide appropriate mentoring and counseling services throughout the training program as well as permanent employment in USDA.

USDA has a strong foundation of community involvement in assisting in the lives of all of our people. We will hire recipients to support the delivery of services in the following programs: Child and Adult Care Food Program, Summer Food Service Program, Special Supplemental Nutrition Program for Women, Infants and Children, National School Lunch Program to name a few. In addition, we will encourage local emergency feeding organizations to employ welfare recipients in food recovery and food rescue initiatives.

Our plan is a comprehensive approach with input from all USDA agencies and reflects the diversity and impact of our program and services to the American public in alleviating hunger and poverty; eliminating unemployment and dependency on welfare; education and access to health services; and training. These programs will enable the American people to have brighter futures filled with self-confidence, independence and productive employment.



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

APR - 8 1997

Mr. Bob Stone
National Performance Review
750 17th Street, N.W.
Box 101
Washington, D.C. 20006

Dear Mr. Stone:

In accordance with the President's directive, I am transmitting the Department of Commerce's Plan for the hiring of welfare recipients. I am fully committed to the use of all available Department resources for providing employment opportunities for welfare recipients and helping them succeed once hired.

The Year 2000 Decennial Census presents a significant potential opportunity to hire welfare recipients. We plan to hire 100-200 people this year. In 1998 we will conduct a dress rehearsal of the Decennial Census. We plan to experiment with hiring welfare recipients as part of the dress rehearsal. We could hire as many as 4,000 in 1998. Depending on our experience in the dress rehearsal, we could then hire a very significant number of welfare recipients in the Year 2000. Although all of these jobs will be phased out upon completion of the Census, they would serve as an excellent opportunity for people who need work experience. Placement opportunities will be available throughout the United States. I will seek appropriate exemptions from other Departments to permit the employment of welfare recipients for the Decennial Census without loss of benefits under programs administered by those Departments. Additionally, other agencies in the Department estimate they will be able to hire a minimum of 80 welfare recipients this year.

I have asked the heads of our operating units to give the hiring of welfare recipients their highest priority attention, and I am confident we will be successful in this endeavor.

Sincerely,

A handwritten signature in dark ink, appearing to read "W. Daley".

William M. Daley

Enclosure

WELFARE-TO-WORK PLAN: DEPARTMENT OF DEFENSE

The Department of Defense (DoD) is taking an active role in helping the Administration "end welfare as we know it." Through its Welfare-to-Work Program, DoD will build on the skills developed through years of managing such programs as Troops to Teachers, Junior ROTC, and Partnership in Education.

Numbers of Positions. DoD's organizational survey indicates that the defense community should be able to provide roughly 3,500 positions for hiring welfare recipients. Because openings cannot be restricted to welfare recipients, the total must be discounted to accommodate individuals with veterans' preference, spouse preference, and career transition priority. Doing so reduces the total to 2,900, one third of which will be in the civil service, a quarter in nonappropriated fund activities, and the balance with our contractors.

Types of Positions. The positions will be concentrated at the GS-1 and WG-1 and 2 levels, with the vast majority being full-time opportunities. Within the civil service positions, most will be General Schedule positions, while the nonappropriated fund positions will be primarily Wage Grade. Sample positions include office worker, general clerk, sales clerk, laborer, janitor, warehouse worker, food service worker, waiter, and recreation assistant. Positions will be available in all parts of the country.

Program Management. Because of its size, DoD is using a Senior Steering Committee to oversee the program's implementation. This includes representatives from the personnel, finance, legal, and acquisition communities. Each Military Department and Washington Headquarters Services (to cover other parts of DoD) will name a National Program Coordinator, as well as a recruitment and training coordinator for each state or census region.

Recruitment, Hiring, Support, and Marketing. DoD will use all appropriate and available authorities for hiring into the civil service, with an emphasis on the Worker-Trainee Program. The Department will rely on Federal Executive Boards to provide multi-agency coordination, and on the Department of Labor for its expertise in recruiting and preparing individuals for work. DoD will also use e-mail, the worldwide web, television, and print to reach key leaders, employees and their representatives, civilian personnel offices, and welfare recipients. The topic has already been introduced at the bi-monthly meeting of the Defense Partnership Council. An overall program manual, standardized job descriptions, orientation and mentoring resources, and other materials will be distributed across the Department to make the job easier at the local level.

Key Outreach. Setting the stage, Secretary Cohen is issuing a memorandum to all key civilian and military leaders explaining the program and requesting their active cooperation. He is also issuing a memorandum asking that the leadership involve all contracting officers and urge contractors to participate. To further that idea, he will be sending a personal request to individual leaders in the contractor community.

DEPARTMENT OF EDUCATION
WELFARE TRANSITION, RECRUITMENT & RETENTION PLAN

The Department of Education (ED) has developed a two-fold strategy to help welfare recipients transition into the workplace: 1) recruit, hire, train and retain current welfare recipients for available jobs for which welfare recipients meet the education and skill requirements, with special emphasis on recruiting for the Worker Trainee Program; and, 2) promote the hiring of welfare recipients by education partners, grantees and contractors.

I. Recruit, Hire and Retain Welfare Recipients at the Department of Education

Beginning April 8, 1997, ED will initiate a recruitment program for welfare recipients, with the goal of filling permanent positions that match their skills and education. Emphasis will be placed on hiring entry level workers through the Department's Worker Trainee program, as well as recruiting qualified welfare recipients for vacancies above the entry level. ED will work aggressively with local social service and welfare offices, non-profit organizations and other community-based organizations to recruit welfare recipients, to distribute notices of vacancies widely within these organizations, and to work with them on a continuous basis to match job opportunities with available candidates.

A number of strategies will be utilized to support these new employees. They include: 1) providing special orientation for welfare-to-work employees which addresses transitional issues--time and attendance, work ethic, time management, maintaining contacts with mentors and making Employee Assistance Programs accessible to this group; 2) establishing a mentoring program that matches welfare recipients with current employees within the Department; 3) providing training for supervisors and mentors; 4) working closely with managers, social service and welfare offices to assess skill levels of welfare recipients and develop Individual Development Plans (IDP) that include education and training opportunities to enhance and expand their skills. The plan will also track their progress to ensure they perform satisfactorily. In addition, we will work rigorously to extend our family friendly policies and programs to this group by providing advice and assistance on child care and alternative work schedules. We will explore the possibility of paying transit subsidies for low-income employees. The Department will work with the Labor Management Partnership Council to achieve these objectives.

II. Promote the Hiring of Welfare Recipients Among Education Partners, Grantees and Contractors

ED works with a variety of partners--school districts, colleges and universities, nonprofit organizations, unions, religious groups, parent groups, etc.--to carry out our mission. The Department will meet with education associations, colleges and universities, local education agencies (LEAs), community-based, nonprofit organizations, religious organizations and the unions (NEA, AFT), to figure out creatively how we can work together to take up the President's challenge to hire welfare recipients. We will also work with our regional offices to hold regional meetings with education groups to further explore additional strategies.

The Department is aware of existing government-wide initiatives to use the grant and contracting process to support the welfare to work effort. NPR has a working group that is discussing ways in which the effort can be furthered through government contracting. In addition, at the request of the Vice President, HHS is spearheading a similar initiative with respect to the use of grants. In addition to coordinating our efforts with HHS and NPR, the Department will 1) focus its research authority, through its research institutes, on educational strategies that could best help welfare recipients to obtain work and receive basic skills training, and, 2) use nonbinding guidance to encourage grantees and contractors to hire welfare recipients.



Department of Energy Welfare-to-Work Plan

PLAN HIGHLIGHTS:

- ▶ In support of this program and the DC initiative, DOE, along with Phelps Career Center and a private company, will support training of welfare recipients and will seek opportunities to extend this initiative.
- ▶ Implementation will be local with the Department providing overall guidance, tools and techniques, tracking and monitoring of progress.
- ▶ Training and development efforts will include use of mentors.
- ▶ Transportation subsidies/child care /earned income credit, other family-friendly initiatives will be utilized to support individual needs.
- ▶ A Program Implementation Workshop DOE officials will be held, and Secretary Peña will talk with the group to stress the program's importance.

INITIATIVES IN PLACE:

- ▶ Welfare-to-Work Program Coordinators have been appointed in all major DOE units.

SECRETARIAL COMMITMENTS:

- ▶ I will personally support the DOE program, and will ask all key leaders to champion local efforts.
- ▶ I will send the DOE Plan and a statement of policy support to the leaders of all DOE organizations.
- ▶ I will commit to hiring at least 55 welfare recipients by the end of FY-98.
- ▶ I will address a Program Implementation Workshop for DOE stakeholders and DOE officials to stress this program's importance.
- ▶ I will personally encourage voluntary program participation by our private sector partners.
- ▶ I will support a local event at Phelps Career Center to "kick off" the local initiative.

MEETING THE WELFARE TO WORK CHALLENGE
AT THE ENVIRONMENTAL PROTECTION AGENCY

BACKGROUND: The Environmental Protection Agency views its Welfare to Work commitment as an investment and an opportunity, building on its relationship with communities to protect the Nation's public health and environment. EPA's workforce is highly educated (75% are college graduates), highly specialized (66% in the scientific, technical, or legal disciplines), and decentralized (68% working in regional or field organizations). The Agency will capitalize on these demographics by designing a Welfare to Work program that provides job opportunities primarily outside the Washington, D.C. area, while taking advantage of the Agency's wealth of mentoring talent and technical skill. Our goal is to assist these new colleagues in transitioning into the workplace and acquiring the tools that are key to success.

PLAN HIGHLIGHTS: EPA's goal is to hire 60 new employees directly onto its rolls in locations throughout the nation (36 in the regions/field and 24 in headquarters). We anticipate that most of the positions will be in entry level office and laboratory work though we are also exploring job opportunities in support of our community-based efforts. To locate, hire, and develop these new staff members, the Agency will pursue a plan that:

- **Removes hiring barriers** commonly faced by managers by standardizing many of the commonly used forms and hiring processes and taking full advantage of the flexibilities of the Worker-Trainee appointing authority.
- **Recruits trained applicants** that have participated in job-training programs sponsored by local welfare organizations identified by the Department of Labor's Employment and Training Administration.
- **Trains and supports supervisors** as they take on mentoring, counseling and on-the-job training responsibilities.
- **Develops our Welfare to Work colleagues** in the range of knowledge and tools they will need to succeed, through a combination of on-the-job experiences, and classroom training.
- **Reduces any sense of workplace isolation** by making full use of our Employee Counseling and Assistance Programs and specially designed orientation programs.
- **Supports our new employees** in obtaining child care and transportation to work through referrals to child care providers and transportation subsidies.
- **Encourages our vast contractor and grant community** to contribute to the President's initiative by considering welfare recipients as a talent pool for entry-level positions.

EPA welcomes the President's Welfare to Work initiative as an opportunity to build on its relationship with the communities it serves in protecting public health and the environment.

EXECUTIVE OFFICE OF THE PRESIDENT PLAN
FOR
EMPLOYMENT OF WELFARE RECIPIENTS

- The Executive Office of the President (EOP) is committed to providing employment opportunities to welfare recipients and has adopted a plan which will enable it do so successfully. The EOP is dedicated to making a positive and permanent change in the lives of the program participants.
- Immediate recruitment will begin for six entry level positions.
- The EOP is working with three local social service agencies to refer candidates for specific vacancies. A broad range of agencies in the metropolitan area will be given information about recruitment needs.
- The EOP operating plan will provide managers with the information they need to identify positions, initiate referrals, select candidates, and train and prepare a selected individual to become a valued and permanent work team member.
- A training plan will be required for each participant, and must address on-the-job training, formal training, and developmental assignments that will be provided. Training plans will be monitored to ensure completion.
- Support mechanisms will be available to ensure that each participant succeeds at the job, including workplace orientation, mentors and regular monitoring by human resource professionals. Resources such as child care and transportation will be identified to be available if needed.
- Supervisors of the program participants will receive a special orientation and guidance on the principles of the program, with an emphasis on planning, scheduling and tracking assignments, developing and communicating expectations, and prompt and useful feedback.
- Eligible participants will be provided with assistance on how to complete forms to claim the advance earned income tax credit.
- Our goal is to demonstrate that moving people from welfare to work can be a positive, successful experience for participants and employers.



"EMPLOYMENT TO EMPOWERMENT"

The Federal Emergency Management Agency's Welfare-to-Work Implementation Plan

I. OUR AGENCY'S COMMITMENT

FEMA has always been committed to providing immediate and effective assistance to communities and individuals affected by disaster. In furthering our commitment to communities, we strive to hire our temporary local disaster relief workers directly from the affected areas. In support of the President's Welfare-to-Work Initiative, we have now expanded that effort to specifically identify and recruit local welfare recipients, thus empowering these individuals to help themselves and their communities. It is our hope that by providing temporary, meaningful work, these individuals will acquire basic job skills which will serve as the foundation for future successful careers.

II. OUR AGENCY'S PLAN

Availability of Work: FEMA employs temporary disaster relief workers at any location in the country where a disaster has occurred. FEMA also hires term employees at our fixed processing facilities in Denton, TX; Round Hill, VA; and Hyattsville, MD. Welfare recipients from these areas will be encouraged to apply for available positions for which they qualify. FEMA will also encourage our contractors to hire welfare recipients. We have set an agency goal -- to hire 10% of our local relief workers from the welfare rolls.

Recruitment and Hiring: In addition to our standard methods of candidate recruitment, FEMA, in partnership with local Federal Executive Boards and OPM, will work with state and local employment agencies to identify and recruit welfare recipients for those temporary and term positions for which they may qualify.

Orientation and Training: Upon entering on duty with FEMA, a welfare recipient will receive information about the Earned Income Tax Credit, the availability of local childcare services (if needed), and transportation. The new employee will be assigned to a "Job Coach". The Coach will work with the employee to develop a training program to include both classroom and on-the-job training. Unlike standard mentoring programs, our Job Coach program utilizes the training and coaching skills of current FEMA employees at the lower grade levels, GS-5 through GS-7.

Our agency contact for this program is Sandra McManus, Office of Human Resources Management, 202-848-4054.



General Services Administration Welfare to Work Plan

Summary

We will enthusiastically do our share in hiring welfare recipients and will make every effort to assure their continued successful employment. The General Services Administration (GSA) has developed a flexible, decentralized Welfare-to-Work (W2W) hiring and retention plan, stressing intensive training and mentoring, enabling the best transition from welfare rolls to the GSA workplace. We expect our new workers to join us as we recreate our work culture. I will issue a memorandum asking for volunteers to be "W2W Buddies." These Buddies will undergo training to provide one-on-one support and guidance to W2W employees. We will call this our "Buddy System."

We will take advantage of existing Federal, state and private partnering, capitalizing on pre-existing successful programs and solutions whenever possible. We are aggressively targeting and funding W2W positions, encouraging local involvement, and preparing and encouraging GSA managers to support the Welfare to Work Program.

Transit Subsidies and Child Care Guidance

In addition to hiring and retaining welfare recipients in GSA, the President has asked GSA to find ways to help Welfare to Work employees over two critical hurdles: fare subsidies and child care. Federal agencies have been advised that they may offer fare subsidies based on income level and welfare status. It is up to each agency to decide how to use this important aid to low income employees. Even more important to Welfare-to-Work employees will be affordable child care, since 90% of TANF welfare recipients are single mothers with young children. Plans to assist low income Federal workers will take advantage of pre-existing state and local child care providers, programs, and funding. The issues concerning child care are difficult and complex. GSA has issued a separate report addressing some of these problems.

Using Contractors

GSA is already doing much to assure that many who would not have jobs can find employment. GSA's considerable contractual involvement with such groups as the National Industries for the Blind (NIB) and the National Industries for the Severely Handicapped (NISH) supports the intent of welfare reform by providing jobs for those who would not otherwise work.

GSA is working with others in the Federal Acquisition community to find ways for contractors to voluntarily further the President's goals, without adding administrative burdens to the contracting process. Additionally, GSA will consider ways to facilitate using the Cooperative Administrative Support Units (CASUs), to encourage the hiring of welfare recipients.



**EXECUTIVE SUMMARY
DEPARTMENT OF HEALTH AND HUMAN SERVICES
WELFARE TO WORK INITIATIVE**

As the agency responsible for many key welfare programs, the Department of Health and Human Services is committed to the success of the President's initiative to hire welfare recipients into Federal jobs. As a show of that commitment, the Secretary and Deputy Secretary both wrote to all HHS agency heads stressing the Department's special role in this undertaking and how we could shape recruiting and outreach strategies by building on our long-standing partnerships with state agencies and community organizations that serve welfare recipients.

The Department's welfare to work plan complements and reaffirms the Secretary's ongoing strategy for improving the quality of worklife at HHS. Training and family-friendly workplace programs developed in response to that initiative will benefit former welfare recipients. Similarly, creative solutions to issues such as child care that we develop in response to welfare to work will be offered to all of our employees who need them.

Our agencies have identified more than 300 potential job opportunities throughout the country, ranging up to GS-12. These form the basis for our hiring plan, which has been developed in cooperation with our national unions. Highlights include:

- A collaborative recruiting and outreach strategy based on partnerships at the Federal, state, and local levels: We envision a close partnership between HHS, NPR, OPM, OMB, GSA, and other agencies whose missions support the welfare to work initiative in developing a workable strategy for the collection and dissemination of employment information between the Federal government and state social service agencies and community-based organizations that serve welfare recipients.
- An employee volunteer component: In conjunction with the President's Summit for America's Future, scheduled for April 27 - 29, 1997, the Secretary will encourage the many HHS employees involved in community service to consider volunteering for activities that help prepare individuals for the transition to the workplace, including skills training and tutoring.
- Workplace support systems designed to fully integrate former welfare recipients into our workforce. We will focus on enhancing basic skills, helping balance work and family needs, offering a full range of career development and career management services, and developing peer support structures and networks (mentoring programs, buddy systems).

As the Department most concerned with issues that affect children, we believe that affordable child care will be key to the ultimate success of welfare to work. We are actively pursuing alternatives, including identifying providers that offer discounts to Federal employees and other mechanisms for defraying child care costs. We are coordinating closely with GSA and have offered to share our findings throughout the Federal community.

The Department of Housing and Urban Development (HUD) will play a vital role in bringing innovative and effective means to the Clinton Administration's efforts to successfully implement welfare reform. To fulfill its core mission of revitalizing America's communities, HUD plans to maintain funding for HUD's successful programs while providing welfare recipients an opportunity to succeed in the workplace while helping reduce the welfare rolls.

THE DEPARTMENT'S STRATEGY FOR MAKING WELFARE TO WORK SUCCEED AT HUD

- Committing 10.5 million dollars over the next 4 years for the employment of 200 eligible welfare to work candidates to jobs in Headquarters and within our 80 field offices throughout the country.
- Developing recruitment and hiring strategies that encourage managers and supervisors at the local level to bring job opportunities to the attention of offices and organizations who work with welfare recipients on a regular basis.
- Developing staff through orientation, guidance, and training to ensure high job retention and success.
- Maintaining and promoting a comprehensive confidential Employee Assistance Program which addresses personal, medical, behavioral and substance abuse problems for employees and their family members.
- Creating continuous opportunities for new hires under this program, by developing bridge and/or upward mobility positions to provide career paths in which workers can move.
- Providing information and guidance to each new hire on the Federal Government's policy regarding the Earned Income Credit, Federal Fare Subsidy, and Child Care.

CURRENT PROGRAMS AT HUD

Currently, HUD is participating in several programs designed to provide promising individuals an opportunity to learn marketable skills and good work habits. Candidates for these programs are referred by various sources, including the Private Industry Council (PIC), and the Temporary Assistance for Needy Families (TANF) Program.

o On Monday, March 31, 1997, All Administrative Officers in Headquarters were surveyed to identify new opportunities for TANF and PIC program participants to begin new rotational assignments.

o Since 1992, HUD has trained approximately 100 candidates per year, for gainful employment in clerical, receptionist, and other support positions and has been able to fill approximately 20 positions with program participants.

o HUD's FY 1998 budget included \$100 million to support the Administration's goal to create 20 new Empowerment Zones and 80 new Enterprise Communities across the country, using tax incentives and other Federal support. These EZs and ECs which are designed to encourage job creation in high poverty areas where recipients live, have already leveraged over \$2 billion in private resources.

- In Baltimore, Maryland, Central Securities Investigations, a security company relocated to the EZ and developed a 13 week training program to develop security officers and dispatchers. Approximately 50 residents, previously on welfare, have been placed in security-related jobs over the past year.

- In Detroit, Michigan, a joint venture between Jordan Oliver Building Systems (a construction company in the EZ) and JOBS (a minority building firm), Approximately 138 new jobs were created, half of which went to EZ residents enabling them to move off public assistance.

- In Birmingham, Alabama, Five Points West Shopping Center will bring a major grocery store and key retailers to the hub of the Enterprise Community. Approximately 400 EC residents will move from welfare to work through this project.

As Secretary, I am committed to ensuring HUD's continued creation of affordable housing and its endeavor to provide opportunities for steady employment to enable America's poor to have an opportunity to live the American Dream.

Secretary of the Interior Bruce Babbitt
Statement Supporting President Clinton's Welfare-To-Work Plan

The President's Welfare-to-Work plan is an exciting chance to accelerate what progress we have made. Right now, the Department of the Interior is working with state, local and tribal welfare groups by operating 185 Indian schools, running twelve Job Corps centers, recruiting over 7,500 seasonal workers nationwide each year and participating in such programs as the Youth Conservation Corps and the D.C. Summer Youth Program. To support the President's plan, Interior's managers will take additional measures to help heads of households move their families from welfare dependence to self-sufficiency.

Can it work? Consider our record of success so far. Interior's existing programs include hundreds of field conservation projects in the Bureaus of Reclamation, Land Management, the Minerals Management Service, as well as interpretive educational projects in the National Park Service, the U.S. Fish and Wildlife Service and the U.S. Geological Survey. These projects have been supplemented by the work of participants in programs like Aid to Families with Dependent Children and the Temporary Assistance for Needy Families. Many participants found meaningful jobs in the workforce, often right here at Interior.

For example, a recent summary of the Work Experience Program conducted in the Hadley, Atlanta, Portland, Albuquerque and Minneapolis Regions, and just within the three Job Corps centers operated by the U.S. Fish and Wildlife Service (FWS), shows that out of 118 students who completed the program over the last five years, 39 are currently employed by the FWS, another 27 are now employed by other federal agencies and, 17 returned to school for further training.

A second example comes from Interior's mission to "Honor our trust responsibilities to tribes." By working with tribes to enhance self-governance, education, economic opportunities and the quality of life for their members, today more than 90 percent of current employees hired by the Bureau of Indian Affairs are Native Americans who work on or near the reservations. Further, our tribal Adult and Bilingual Education programs have helped more than 10,000 Native Americans acquire basic literacy

and other proficiencies toward the equivalent of secondary school certification. These efforts are crucial: I believe that helping America's most chronically impoverished people rise from welfare to the kind of work that builds pride is not simply an initiative; it is our duty and one of our oldest obligations.

Yet the Department's Welfare-to-Work Plan goes further. It follows the lead set by our current programs, builds bridges to them, then concentrates on those Interior work priorities that offer the most opportunity for hiring welfare recipients. Interior's plan encourages hiring into all types of positions and, to initiate this effort, identifies eight work categories and the associated skills needed for them, such as: clerical, laborer, maintenance worker, custodian, teacher's aide, cook, dormitory and recreation assistant. Nine bureaus and offices with the most potential for initial hiring are identified in the plan along with 68 specific city locations in 23 states and the District of Columbia. We have outlined a recruitment process and highlighted seven specific tools for hiring.

To ensure employment success, we will provide the hired welfare recipients with sound orientation training and transition services. The Department's plan directs transition training in social skills, workplace skills, employee assistance as well as guidance to managers and supervisors about flexible hours, child care and transportation subsidies. We encourage current employees to volunteer their time to organizations that may be able to assist us in this effort. We also ask our contractors to consider hiring welfare recipients when possible within the requirements of procurement laws and regulations. By building on the current programs that work well, and by focusing on the new efforts described in Interior's Welfare-to-Work plan, the Department of the Interior is beginning to open a new course toward self-determination.

HIGHLIGHTS PAPER FOR THE CABINET MEETING
CONCERNING THE WELFARE TO WORK PROGRAM
SCHEDULED FOR APRIL 10, 1997

- ▶ The Department's components have already reported approximately 50 placement opportunities for welfare recipients throughout the United States. Once all survey results are in, the Department will amend its submission to include additional opportunities.
- ▶ The Justice Management Division has been tasked to work aggressively to identify low-income Department employees who may be eligible for the Earned Income Credit and to assist them in obtaining these benefits.
- ▶ This plan solicits the cooperation of contractors and grantees in efforts to hire welfare recipients.
- ▶ The plan provides for recognizing components through the Attorney General's Award Program for successfully hiring and retaining welfare recipients.
- ▶ The plan also provides for child care support services, including tuition assistance programs, occasional/emergency care, and dependent care counseling and referral services for welfare recipients and other low-income employees hired by DOJ.
- ▶ The DOJ Credit Union has offered to partner in providing financial management services to new employees under the program.
- ▶ As described in our Welfare to Work Plan, Department employees are already involved in many community outreach efforts. A number of these efforts, such as the pro bono and partners in education programs, are directly related to working with the poor, elderly, and young members of our communities, including welfare recipients.

THE U.S. DEPARTMENT OF LABOR'S WELFARE-TO-WORK PLAN



An ongoing part of the Department of Labor's mission is the training and retraining of disadvantaged and unemployed Americans for jobs. DOL oversees and has unique expertise in the nation's workforce development programs of which over 45% of the participants are welfare recipients. Building on this experience, the Department of Labor will serve as a leader in facilitating the federal welfare-to-work effort and will model approaches within the Department.

The Department of Labor, Federal Leader

Expand Ongoing Agency Activities

- Expand existing programs of the Employment and Training Administration to serve welfare recipients including career assessment and counseling, job search assistance, job training, One-Stop Centers and other national programs that provide services to targeted populations.
- Maximize existing programs within our Veterans' Employment and Training Service, in cooperation with the Department of Veterans' Affairs, to provide vocational rehabilitation to disabled veterans who may be receiving welfare benefits.
- Outreach activities of the Womens' Bureau to highlight welfare-to-work initiatives that work at National Working Women's Summit in June 1997 and cooperative agreement with National Council of Negro Women.
- Enhance existing Departmental employment development programs, such as DOL's Clerical Support Program, to equip those new to the workforce with limited or no job skills to assume permanent positions and make these programs accessible to other federal agencies.
- Continue, on quarterly basis, successful clothing and accessory drive for Suited for Change which provides clothing and developmental training to low-income women seeking employment.

Internet Website

- Developed Website to assist federal agencies and others to recruit and hire welfare recipients. The site contains an overview of the President's Welfare-to-Work Jobs challenge, profile of welfare recipients, resources available to locate trained welfare recipients, and links to other electronic sites that contain information on transportation and child care. The web site address is <http://www.dol.gov/ohrw2w>. We will constantly update the web site and invite comments on its usefulness as well as recommendations to make it more user friendly.

Resource Guide

- A resource guide -- just published by the department -- titled *Tapping A New Workforce: From Welfare to Work in the Federal Government* -- provides federal agencies with answers to basic questions about hiring welfare recipients as well as assistance with their own recruitment and hiring of welfare recipients. The guide includes national and regional contacts working in the Workforce Development System and can be accessed through the Website.

Technical Assistance and Federal Partnerships

- Briefed federal agencies on existing ETA programs, methods to identify welfare-to-work hires, and model training and development approaches.
- Partner with the Environmental Protection Agency and Department of Defense by providing direct training and/or train-the-trainer course curriculum and modules for use in training and developing welfare-to-work recipients and managerial staff.
- Participate in a federal consortium to provide regional assistance to Federal Executive Boards in recruiting and training welfare recipients, with DOL Regional Administrators taking the lead in identifying resources within the employment and training community.

The Department of Labor, Federal Employer

Creating New Opportunities

- Over the next four years, identify meaningful job opportunities, in DOL national and regional field offices, targeting welfare recipients.
- Work closely with state and local offices to identify opportunities for nonpaid internships and mentoring work experiences to better equip participants for permanent job placement.

Recruitment

- Link with state and local service providers to target potential welfare hires, including Job Training and Partnership Act service providers, welfare offices, private industry councils, state employment services, and career fairs and conferences.

Training

- Provide to former welfare recipients a comprehensive and continuous developmental program on transitional skills needed to be successful. This includes orientation to the world of work, course offerings addressing critical workplace skills, and on-the-job training. Managers and supervisors will be oriented to facilitate the transition of welfare hires and provided necessary support services. Career counseling, mentoring and job coaching will complement formal training activities to assure necessary support systems are provided.

The Secretary's Call to Action

- The Secretary of Labor will issue a memorandum to all managers and supervisors encouraging their active involvement and support in recruitment of welfare to work participants as part of their hiring efforts, and provide mentoring and job coaching to those hired.

Summary of NASA Field Center Welfare to Work Plans

CENTER	NUMBER/TYPE of POSITIONS (Goals)	SPECIAL FEATURES
Ames Research Center	Clerks or student trainees, trained for secretary, personnel clerk, office automation clerk, voucher examiner. FY98 - 5 FY99 - 00: increase to 8 total	Will access local social services program, e.g., Greater Avenues to Independence (GAIN), which provides non-pay work experience to welfare recipients, to enhance skills and develop good work habits.
Dryden Flight Research Center	FY 98: 2 Miscellaneous Clerk, Helper/Worker	Will pursue fare subsidy due to remote location. DFRC participates in Los Angeles Adopt-A-School Program, including mentoring, co-op student tutoring, and science fair participation.
Goddard Space Flight Center	Engineering Aides (Technician Apprentices): FY98 - 3 FY99 - 4 FY00 - 4	Existing partnership w/DOL; program leads to certification of apprenticeship completion. Center Advisory Cte.
Head-quarters	Numbers and types to be determined as future funding allows (post-downsizing)	Exploring partnership with GSFC.
Johnson Space Center	Numbers and types to be determined as future funding allows (post-downsizing)	Currently operate student programs to hire disadvantaged students in entry-level clerical jobs, to supplement family income and gain job skills, e.g., Student Programs for Achievement in Careers and Education (SPACE).
Kennedy Space Center	Numbers and types to be determined as future funding allows (post-downsizing)	Looking at a few temp. and summer hires, and asking support contractors to consider w2w hires.
Langley Research Center	Secretary/clerks (worker trainees): FY98 - 0 FY99 - 2 FY00 - 5	Propose modeling program after secretarial science co-op program. Include training at local community college.
Lewis Research Center	Term appts in FY97: 1 Secretary 1 Off. Automation Assts 1 Pers. Mgt. Spec. 1 Employee Dev. Spec. 2 Accountants Also: 5 co-ops in FY 97	Center Director will lead FEB to partner w2w efforts.
Marshall Space Flight Center	Entry-level secretary and clerical, as future funding allows (post-downsizing)	MSFC is member of Family Self-Sufficiency Program Cte, created to move families from public subsidies to self-sufficiency. MSFC provided list of contractors to FSSP.
Stennis Space Center	FY98: 1 cler/admin/tech. support	Pursuing partnership with Navy.



OFFICE OF PERSONNEL MANAGEMENT WELFARE TO WORK SUMMARY

The Office of Personnel Management has taken a lead role in providing guidance to all Federal agencies regarding the welfare to work initiative. These efforts include:

- ▶ Lead Interagency Advisory Group of Personnel Directors to resolve/coordinate ongoing welfare to work issues.
- ▶ Issue employment guidance to agencies.
- ▶ Facilitate contacts with local welfare organizations and/or state employment services in the Washington, DC metro area and coordinate activities with Federal Executive Boards/Associations nationwide.
- ▶ Develop a self-identification form to help agencies track welfare to work hires governmentwide.
- ▶ Maintain the Federal jobs database distributed to approximately 1,800 state employment service offices nationwide.

The Office of Personnel Management is committed to the success of its welfare-to-work program. In this effort, we plan to:

- ◆ Fill 25 entry level positions in the next several months.
- ◆ Require OPM managers to consider welfare to work population for all vacancies.
- ◆ Encourage contractors to support this effort, including 375 health benefits carriers.
- ◆ Provide indepth orientation, assign mentors to provide constant follow-up/guidance, and develop a training plan for each welfare to work hire.
- ◆ Provide each employee information on benefits in such areas as child care, fare subsidy, services of the employee assistance program, and earned income tax credit.

SMALL BUSINESS ADMINISTRATION PARTICIPATION IN WELFARE TO WORK

The Small Business Administration (SBA) intends to assume a leadership role in the President's initiative to move welfare recipients into the workforce. The SBA will join the rest of the federal government in doing its part by hiring former welfare recipients to help carry out the SBA's mission. In response to the President's challenge a month ago, the SBA asked all of its field offices to identify positions available to welfare recipients. The response was extremely positive. As a result of its survey, it is clear that the SBA will do more than its share and will lead by example.

The SBA role in the President's welfare to work initiative will go well beyond the Agency's hiring of welfare recipients. Our constituents represent the "work" side of the welfare-to-work equation. Small businesses employ 54 percent of the workforce and are the source of nearly 75 percent of all new jobs created. For welfare reform to succeed, the nation must continue to provide strong support for job growth in the small business sector and develop ways to link people coming off welfare with the jobs that are available in the small business sector.

The SBA strategy for participation in the national welfare to work effort will occur in several stages and will evolve as we learn more about what small businesses will require in order to participate effectively in this initiative. The SBA will:

- 1) Announce this week the decision to hire a prominent senior member of the Administration to spearhead the welfare to work efforts at the Agency.
 - The manager in charge of this initiative will bring superior organizing skills and important ties to the business community.
 - With her experience in women's business development specifically and women's issues in general, the head of the SBA effort will highlight the fact that welfare is a women's issue.
- 2) The SBA will begin with a comprehensive effort to research the issues involved in hiring former welfare recipients on a large scale. To gather data and information the SBA will:
 - Canvass the country through discussions with intergovernmental groups, conversations with our own regional and district offices, and consultations with other available resources to identify ongoing and successful efforts to transition people from welfare to work. This effort is the first step in identifying approaches that might serve as "best practices" worth replicating.
 - Hold a series of forums with labor economists, poverty experts, small business leaders, training and placement specialists, community leaders, and other qualified professionals to discuss various approaches to preparing welfare recipients for work and to hiring welfare recipients successfully.

- The SBA will begin to identify intermediaries who work to help welfare recipients become job ready and who are successful in placing hard to employ workers into successful job settings. Identifying and working with existing intermediaries, and working in partnership with other public and private entities to create new intermediaries is an important component of the strategy.
- 3) The SBA will work closely with Eli Segal's effort to organize business leadership on this important initiative and, at the same time, work in a complementary fashion using its broad field structure to organize small businesses at the local level. The SBA will attempt to use its existing networks and partners to link small business employers to intermediaries who are preparing welfare recipients to participate in the workforce. The SBA will provide ongoing encouragement and technical assistance to local business organizations and to intermediaries to ensure the appropriate linkages are made and that the ongoing support is provided to ensure successful hiring.
 - 4) The SBA will use its relationships with the small business sector and its networks of partners who interact with the small business community to amplify the President's tax incentives and urban policies that are specifically aimed at supporting the welfare to work effort. The SBA employees and partners will help to disseminate information to businesses about tax incentives available to those who hire former welfare recipients and will help to educate low-wage workers about the availability of the Earned Income Tax Credit.



SOCIAL SECURITY

Office of the Commissioner

From Welfare to Work: A Plan for the Social Security Administration Presented by John J. Callahan, Acting Commissioner

The Social Security Administration (SSA) wholeheartedly supports the President's initiative to place the Federal Government in the forefront of employing welfare recipients. I give my personal commitment to this initiative and pledge that SSA will hire 150 welfare recipients each year over the next four years, for a total of 600 employees.

SSA will call upon and empower our front-line managers throughout the organization to identify and hire candidates, using existing hiring authorities. With the aid of our established communications vehicles, we will inform every SSA employee of this important initiative and convey the need to provide a supportive environment in which these new employees can thrive. We will also encourage Agency contractors to participate by including welfare recipients in their workforce.

As part of this commitment, SSA will take these specific actions:

- Take the lead in coordinating this Federal hiring effort in selected metropolitan areas where SSA operates large facilities.
- Place candidates for clerical and technical positions in appropriate SSA offices.
- Work with our new hires to determine their individual needs and goals, in order to give them the training and experience to ensure their best possible development.

Success in hiring welfare recipients is nothing new for SSA. Our offices have long-established ties with State and local welfare organizations. We will continue to use this network in carrying out the Welfare to Work initiative. We have had great success in working with these organizations in a host of programs to move people from welfare to work.

For example, in Plainview, Texas, an SSA field manager hired a struggling single welfare mother who was then attending college. She began as a clerical worker, depending on food stamps, AFDC and HUD assistance. Today, 12 years later, she is a Social Security claims representative.

In Kansas City, SSA hired a single mother of two who was receiving assistance. For the past two years she has attended college while working and will soon receive her associate's degree. She is no longer receiving AFDC. Her goals are to attain a bachelor's degree, make a career at SSA and become totally self-sufficient.

In every way possible, our Agency stands ready to help lead the effort and assist the Nation in changing the lives of welfare recipients through the Welfare to Work initiative.



Summary of the Department's Welfare to Work Initiative

The Department of State offers employment opportunities to individuals from all walks of life, racial and ethnic origins, urban and rural regions and from diverse educational and economic backgrounds. With this goal in mind, the Department of State will undertake a Department-wide effort to bridge welfare recipients into the world of work through: (1) the Worker-Trainee Program; (2) the Student Employment Program; and (3) the appointment of individuals into existing Civil and Foreign Service positions when qualifications and other requirements are met. Skills training will be a key component to our Program through our National Foreign Affairs Training Center.

- ◆ The cornerstone of our welfare to work initiative will be our Worker-Trainee Program. We will seek to replenish a small portion of our clerical and administrative support staff lost over the last three years. The Worker-Trainee Program will be designed to offer promising individuals an opportunity to achieve sustained independence by learning basic job readiness, customer service, work skills and good work habits that make for reliable employees.
- ◆ Managers, supervisors as well as employees in both the Civil and Foreign Service – at headquarters and field installations – will be asked to contribute in some way. Such as:
 - utilizing some portion of their vacancies to support a worker-trainee or student;
 - expanding their outreach to state, local, and educational institutions, private and nonprofit community-based organizations as well as other Federal agencies and organizations;
 - partnering with those seeking job placements for individuals transitioning from welfare to work and career experience opportunities for students who meet the welfare and economic needs criteria;
 - participating in the recruitment process, (e.g., job and interview fairs);
 - lending expertise to the training being provided by the Department as well as other Federal agencies; and
 - providing ongoing support, (e.g., mentoring) in helping these individuals achieve sustained independence.
- ◆ Contractors providing services for the Department will be informed of the welfare reform law and the challenge by the President to Federal agencies as well as private sector businesses and organizations to employ welfare recipients.

There is much to be done and the Department is ready to meet that challenge.

U.S. DEPARTMENT OF TRANSPORTATION WELFARE TO WORK PLAN

As Secretary of the Department of Transportation, I take great pride in presenting the Department's plan to hire and retain welfare recipients into its work force. The Department strongly supports President Clinton in this initiative calling for the Federal government to employ welfare recipients with 206 potential job opportunities throughout the nation. DOT is committed to do its part not only in the employment of welfare recipients, but in providing an integrated support structure to assure successful retention far beyond the initial hiring. Elements of the Department's plan involve targeted recruitment; the preparation of managers and supervisors to work with these employees; providing these employees with up to a 1 year on-going organizational orientation; as well as providing counseling, mentoring and other supportive services, such as child and elder care, transit subsidies, and work and family programs which include active flexible work schedule policies which strive to accommodate the needs of employees.

While the Department's plan is nationally run, it is locally based. The plan recognizes that its success rest with managers and supervisors at the grass-roots levels working and partnering with local service organizations to bring these recipients into the Department; and that it is at that level where the efforts must take place to support and keep them employed. Through the exercise of creative and cooperative efforts, partnering, and through individual dedication, motivation and determination, the framework provides the means and demonstrates the Department's commitment to hire and retain welfare recipients into its work force and at the same time assist other low income DOT employees.

The Department recognizes that one of the biggest barriers faced by those moving from welfare rolls to payrolls is transportation to jobs, training and support services such as day care. Only about 6 percent of welfare recipients own cars, and public transit often provides inadequate connections to jobs.

Therefore, the Department is building on its successful ISTEA transit programs that works with innovative approaches to helping people make the transition to the working world. We are proposing to add \$100 million annually in new ISTEA funding to provide access to work transportation services for welfare recipients and low income persons. In addition, NEXTEA calls for a six year, \$600 million grant program to support flexible, innovative transportation alternatives to get people to work, training centers and support services such as day care. NEXTEA also increases opportunities for states and localities to provide job training and hiring preference to welfare recipients and residents of Empowerment Zones and Enterprise Communities.

In a separate effort, DOT is encouraging transportation industries to follow the United Parcel Service and United Airlines example by making a commitment to hire welfare recipients. In addition, the Department will partner with other federal agencies, states, educators, and the private sector through the Garrett A. Morgan Transportation and Technology Futures Program to make the younger generation aware of transportation career opportunities as they pursue their education.

It is through these approaches of hiring welfare recipients into the Department; partnering with local communities to improve transportation to jobs; by encouraging the transportation industries to make commitments to hire welfare recipients, and promoting the awareness of future career opportunities that the Department actively supports this nationwide initiative. "Give a man a fish and he feeds himself for a day, teach a man how to fish and he feeds himself for a life time."

DEPARTMENT OF TRANSPORTATION
WELFARE TO WORK PLAN

INTRODUCTION

DEPARTMENT OF THE TREASURY WELFARE TO WORK

What We Have Done - One of the Department's top priorities, "to help low-income households and economically depressed areas," closely relates to the Welfare to Work initiative. We are using Treasury's expertise in the areas of tax policy and finance to address the persistence of high levels of poverty and dependency, the social problems associated with that poverty, and the acute economic isolation of large numbers of poor people. In this endeavor, the Department and Administration have accomplished much. Examples include:

- The President signed into law a new Work Opportunity Tax Credit (WOTC), which expands eligible businesses to include those who hire young adults living in Empowerment Zones and Enterprise Communities. The President has proposed a new welfare to work tax credit to create new job opportunities for long-term welfare recipients. This proposal would permit employers to claim a 50 percent credit on the first \$10,000 of wages, claim this credit for up to two years, and treat employer-provided education, training, health care, and dependent care as wages. The WOTC would also be expanded to cover adults who are no longer eligible for food stamps. These tax incentives would supplement the President's proposed new \$3 billion welfare to work jobs initiative.
- Treasury has launched new Presidential Awards for micro-enterprise development, which recognizes innovative and outstanding programs that help empower low-income Americans.
- President Clinton's expansion of the Earned Income Tax Credit has helped reward work for 15 million families. The IRS conducts an extensive marketing campaign to educate businesses and taxpayers about the Earned Income Tax Credit (EITC). This campaign includes TV and radio Public Service Announcements, print products and interviews. A mailing is distributed each year to over 6,000 organizations to provide working families with the information needed to claim the credit and provide the site locations where they may go for assistance. In addition, 6.7 million employers were reached through articles in the SSA/IRS Reporter. The IRS also sends out "Post Filing Notices" to those filing returns who did not claim a credit but appear to be eligible. As part of the President's new directive, we sent information on eligibility for EITC and instructions and rules for informing employees about EITC, to the Heads of Executive Departments and Agencies.
- Treasury plans to improve the comprehension and utilization of the EITC. A task force, established by the Taxpayer Advocates Office, is currently studying how to increase participation in advance EITCs under which taxpayers receive the EITC during the tax year. Also, IRS will develop a plan to encourage more low income taxpayers to obtain free help filing their tax forms.
- The Administration secured a permanent extension of the Low Income Housing Tax Credit which expanded the flow of private investment dollars to build affordable housing.
- The Department is implementing the President's call for a nationwide network of community development banks with the Community Development Financial Institutions Fund, which provides capital to distressed communities across the U.S. This initiative, along with the Community Reinvestment Act, will help promote the economic viability of distressed communities across the nation.

- Under the Volunteer Income Tax Assistance (VITA) Program, volunteers offer free tax help to people who cannot afford professional assistance. In 1996 alone, 47,529 VITA volunteers assisted 1,880,038 taxpayers in completing their returns.

What We Hope To Do - Treasury hopes to provide a *doorway to life off welfare* through the implementation of its Welfare to Work Plan. Key components of the plan are:

Key Contacts - Bureaus are tasked with identifying key contacts to serve as liaison with state employment offices, local social services offices, and other organizations which will provide support in this effort.

Outreach Organizations - Key contacts will be required to coordinate their efforts through a number of different outreach organizations. Examples include:

- Private Industry Councils
- State Employment Services
- State Social Services Agencies
- Community Based Organizations
- U.S. Office of Personnel Management's Interagency Advisory Group (OPM/IAG)

Additional Outreach Efforts - In addition to these sources of outreach, new opportunities will be pursued, such as seeking and encouraging Treasury contractors to hire welfare recipients whenever possible.

Use of New Technologies - The Department will use new technologies to distribute information on available jobs and to provide easier access to local social services and employment agencies.

Retention Strategies - Treasury will take the following measures to assist former welfare recipients to perform well and keep their jobs.

- **Mentors** - Employees hired from the welfare rolls will be assigned a mentor.
- **Training** - Individual Training Plans will be used as appropriate for new employees to identify developmental needs.
- **Employee Assistance Program (EAP)** - Employees will be encouraged to utilize these services for personal, family, and work-related problems.
- **Flexibilities** - Many family-friendly programs will be utilized to assist new employees in adapting to a work environment and to address their special needs. Examples include:
 - Determining availability of child care and the possibilities for tuition assistance
 - Providing for elder care counseling and support
 - Offering the option of participating in compressed or flexible work schedules
 - Providing subsidies for public transportation costs

What We Are Doing - Treasury already has in place some components of the plan. Examples include:

- The Internal Revenue Service (IRS) has 31 Performance Development Centers. These Centers are designed to enable employees to improve their knowledge base through skills inventory

assessments, tailored courses and interaction with a career counselor or Education Specialist.

- The Equal Opportunity Office in the Bureau of Alcohol, Tobacco and Firearms (BATF) manages a mentoring program that will be adapted to accommodate new employees hired from welfare. In addition, BATF will develop individual training packages which include lesson plans in such areas as basic business English, telephone courtesy, basic computer skills, and dressing for the workplace.
- The Financial Management Service has a cadre of trained volunteer mentors who have participated in a formal Mentoring Skills Development Program. They will utilize experiences gained from this existing program to better provide ongoing assistance to new (welfare) hires.
- The Bureau of Public Debt, located in Parkersburg, West Virginia, has already contacted the West Virginia Department of Health and Human Resources and will work closely with them in a pilot Welfare Reform Program called "WV Works." It is Public Debt's hope that this will lead to common avenues for channeling potential welfare recipients into jobs.

In response to President Clinton's call for Federal agencies to identify employment opportunities for persons on welfare, the Department of Veterans Affairs (VA) managers have identified more than four hundred (400) potential employment opportunities for Fiscal Year 97 at facilities across the nation.

The President's challenge offers VA the opportunity to link its primary mission of serving the nation's veterans with the welfare to work initiative by focusing on veterans who are welfare recipients and their families. VA's Compensated Work Therapy (CWT) and the Vocational Rehabilitation & Counseling (VR&C) Programs are already successful in moving veterans from dependency to self-sufficiency by providing job training and vocational rehabilitation to veterans.

- In FY 96, CWT helped 2,900 veterans become self-sufficient and competitively employed.
- VA has identified 2,000 veterans who are receiving both some form of welfare assistance and services under VR&C which prepare the veterans to enter the competitive job market.

VA's Welfare to Work Plan:

- Encourages facilities to appoint local Welfare to Work Program Coordinators.
- Provides guidance on recruitment, networking, employee assistance, and employee development.
- Permits VA facilities to restructure positions and to use a wide variety of appointing authorities.
- Encourages facilities to recruit graduates of the CWT and VR&C Programs.
- Encourages contractors to hire welfare recipients and VA grantees to participate in this initiative.
- Encourages VA facilities to host state welfare recipients in training and work experience programs.

Secretary of Veterans Affairs Jesse Brown will:

- Send a memorandum to all VA leaders, managers, and front line supervisors expressing his personal commitment for the program and his expectation that they will work with local community resources to develop opportunities to recruit and retrain welfare recipients.
 - Issue messages about the program on Earnings & Leave Statements and in the Secretary's Daily Broadcast Message, which is received at every facility in VA.
 - Include articles about the Welfare to Work Program implementation and its successes in VAnguard, VA's official employee magazine.
-

Central Intelligence Agency



Washington, D.C. 20505

President Clinton's "Welfare to Work Program"**Related CIA Activities:**

Though the Agency's security requirements and procedures preclude direct participation in the President's "Welfare to Work" program, CIA has instituted a number of programs designed to improve the lot of some of the less fortunate members of American society. Among these activities are:

- Operation Santa Claus: An annual holiday season program which solicits donations of food, toys, and used clothing from Agency employees for distribution to local charities. Last year, the program collected 343 boxes of wrapped gifts.
- Travel Kit donation program: A recently established program to collect airline travel kits from employees who have received them on official travels. These kits of hygiene products are then distributed to local charities. Since August 1996, over 250 kits have been collected and distributed.
- Make-a-Wish Foundation participation: CIA "adopted" a terminally ill young boy who had expressed a desire through the "Make A Wish Foundation" to visit the Agency. It is fair to say that he won the hearts of hundreds of our employees who mourned his eventual passing as if he were a member of the family.
- CFC participation: CIA has long been an active participant in the "Combined Federal Campaign" to raise money for innumerable charity organizations.
- Blood Drives: CIA works closely with the Red Cross and regularly participate in blood drives. In most cases, the drives are conducted in our facilities to maximize participation.

Though not an exhaustive list, these are reflective of the charitable spirit of the Agency population. Additionally, I have directed that Agency contractors be made aware of the "Welfare to Work" initiative and have been assured that an endorsement of the program will be provided at an imminent conference of many of these contractors.

W2-gwt lining

Deb Smith @ OVP

04/08/97 11:57:02 AM

Record Type: Record

To: Elizabeth M. Toohey/WHO/EOP, Cathy R. Mays/OPD/EOP, Kevin S. Moran/WHO/EOP, Lyn A. Hogan/OPD/EOP

cc:

Subject: Cabinet Meeting on Welfare to Work

Elaine would like to meet with Kitty, Bruce, Don, & Lyn tomorrow morning after Erskine's meeting (see her message). Can everyone get together at about 8:30 in Elaine's office, Room 271?

Elaine C. Kamarck

04/08/97 11:06 AM

To: Kevin S. Moran/WHO/EOP @ EOP, Kathryn O. Higgins/WHO/EOP @ EOP, Bruce N. Reed/OPD/EOP @ EOP, Lyn A. Hogan/OPD/EOP @ EOP

cc:

Subject: Cabinet Meeting on Welfare to Work

Based on last night's meeting my understanding is that the Cabinet Meeting will go something like this:
(OPEN PRESS)

POTUS and VPOTUS enter Cabinet room accompanied by two former welfare workers who now work for SSA and go to podium.

POTUS speaks, introduces the two women, talks about the new numbers on reduction in the welfare roles, and announces the purpose of the Cabinet meeting.

VPOTUS talks about the elements of success in the plans that have come in so far.

POTUS closes meeting.

(CLOSED PORTION OF MEETING)

VP talks about numbers and goals. VP calls on Secs of HHS, HUD, VA, DOD, SSA and DOL to talk briefly about their plans. VP calls on Dave Barram of GSA to describe the problems with child care in the federal government; VP calls on Sec. Slater to discuss Federal Transportation policy for workers. VP discusses leveraging the federal commitment.

OPEN QUESTIONS FOR DECISION:

Should we announce a numeric goal for the federal government to hire welfare workers?
If the decision is not to talk about numbers in public should we discuss numbers in the closed portion of the Cabinet meeting?

WR - suit living



Cynthia A. Rice

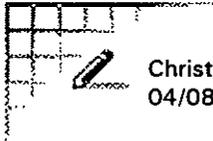
04/08/97 07:28:00 PM

Record Type: Record

To: Christa Robinson/OPD/EOP
cc: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP, Lyn A. Hogan/OPD/EOP
bcc:
Subject: Re: Welfare Cabinet Meeting on Thursday

My view is that we should have one of them speak if she will say something we will like. I agree that having them stay in the Cabinet meeting would be awkward.

Christa Robinson



Christa Robinson
04/08/97 07:18:48 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Cynthia A. Rice/OPD/EOP
cc: Elena Kagan/OPD/EOP, Lyn A. Hogan/OPD/EOP
Subject: Welfare Cabinet Meeting on Thursday

There is some confusion about whether the welfare recipients coming in for the Thursday event should speak. Don and Ann would like one of them to speak, however, Kitty does not want them to be seated or attend the meeting in the Cabinet Room. Please let me know if the following scenario is okay with you.

- POTUS, VP, and a welfare recipient enter Cabinet Room together.
- POTUS makes remarks from a Podium at one head of the table, with the VP and two welfare recipients behind him.
- The VP makes remarks.
- The Pool departs.
- The Welfare Recipient departs.
- The Cabinet Meeting Begins.

If we don't have a welfare recipient speak, we could have the President and the VP meet briefly in the Oval with the Welfare recipients and release a photo. Then the President and VP take seats at the Cabinet table and make remarks to the Pool that reference their meeting with the welfare recipients. FYI: Tom Janenda is vetting the two welfare recipients today.

To: Elena Kagan ^{Dye}
4/7 9:02a
From: Jodie Torkelson

Pls review The "one pager"
for release to NPR. See
attached documents for
background. Pls provide
comments to Ada Posey
X57130 (5001 NEOB).

Thank you. -2FL/WW
~~ZHU/EEB~~

WR - just hiring
FILE 9

~~Rush copy to Lynn Hoyer
Cynthia
Lynn + Cynthia
Please look at this +
call me ASAP
Elena~~

EXECUTIVE OFFICE OF THE PRESIDENT PLAN
FOR
EMPLOYMENT OF WELFARE RECIPIENTS

- THE EXECUTIVE OFFICE OF THE PRESIDENT (EOP) IS COMMITTED TO PROVIDING EMPLOYMENT OPPORTUNITIES TO WELFARE RECIPIENTS AND HAS ADOPTED A PLAN TO RECRUIT AND HIRE WELFARE RECIPIENTS WITH THE EXPRESS PURPOSE OF PREPARING THEM FOR PERMANENT PLACEMENT IN PRIVATE OR PUBLIC SECTOR JOBS.
- IMMEDIATE RECRUITMENT WILL BEGIN FOR 6 POSITIONS.
- THE EOP IS CURRENTLY PARTNERING WITH 3 LOCAL SOCIAL SERVICE AGENCIES TO REFER CANDIDATES FOR SPECIFIC VACANCIES. A BROAD RANGE OF AGENCIES IN THE METROPOLITAN AREA WILL BE TARGETED WITH SPECIFIC INFORMATION ABOUT OUR RECRUITMENT NEEDS.
- THE OPERATING PLAN PROVIDES MANAGERS WITH ALL OF THE INFORMATION THEY NEED TO IDENTIFY POSITIONS, INITIATE REFERRALS, SELECT CANDIDATES, AND TRAIN AND PREPARE A SELECTEE TO BECOME A VALUED AND PERMANENT WORK TEAM MEMBER.
- A TRAINING PLAN WILL BE REQUIRED FOR EACH PARTICIPANT, AND MUST ADDRESS ON-THE-JOB TRAINING, FORMAL TRAINING AND DEVELOPMENTAL ASSIGNMENTS THAT WILL BE PROVIDED. TRAINING PLANS WILL BE MONITORED TO ENSURE COMPLETION.
- ON SITE MENTORS, PEER FOCUS GROUPS, SPECIAL WORKPLACE ORIENTATION, AND MONITORING BY HUMAN RESOURCE PROFESSIONALS WILL BE SOME OF THE SUPPORT MECHANISMS USED TO ENSURE THE SUCCESS OF EACH PARTICIPANT. OTHER RESOURCES SUCH AS CHILD CARE AND TRANSPORTATION SUBSIDIES WILL BE IDENTIFIED AND ACCESSED WHEN NEEDED.
- THE SUPERVISORS OF THE PROGRAM PARTICIPANTS WILL RECEIVE A SPECIAL ORIENTATION TO THE PROGRAM REQUIREMENTS AND THE NEEDS OF THE PARTICIPANTS. THEY WILL BE PROVIDED STEP-BY-STEP GUIDANCE ON THE PRINCIPLES OF THE PROGRAM WITH AN EMPHASIS ON PLANNING, SCHEDULING, AND TRACKING ASSIGNMENTS, AND DEVELOPING AND COMMUNICATING EXPECTATIONS AND GIVING PROMPT AND MEANINGFUL FEEDBACK.
- PARTICIPANTS WILL BE PROVIDED WITH ASSISTANCE ON HOW TO COMPLETE FORMS TO TAKE MAXIMUM ADVANTAGE OF ANY ELIGIBILITY UNDER THE ADVANCE EARNED INCOME TAX CREDIT.
- WE ARE COMMITTED AND DEDICATED TO MAKING A POSITIVE AND PERMANENT CHANGE IN THE LIVES OF THE PROGRAM PARTICIPANTS.



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF ADMINISTRATION
WASHINGTON, D. C. 20503

April 4, 1997

MEMORANDUM FOR JODIE R. TORKELOSON
ASSISTANT TO THE PRESIDENT FOR
MANAGEMENT AND ADMINISTRATION

FROM: MARY COUTTS BECK *Mary*
ASSOCIATE DIRECTOR
HUMAN RESOURCES MANAGEMENT

SUBJECT: One Page Summary of the Plan for Executive Office
of the President Employment of Welfare Recipients

Attached is the EOP "one pager" that has been verbally requested by the National Performance Review (NPR). According to guidance we received at yesterday's noon meeting, the "one pager" should cover the agency plan highlights including the agency's specific commitment. It should address what we want the President and Vice President to know about our plan. Two draft "one pagers" (attached) were handed out yesterday, but were not endorsed by NPR. NPR suggested that these be vetted carefully since they may be released to the public immediately.

The "one pagers", which are due at 9:00 a.m. on Monday, will be provided in briefing books for the cabinet and small agency meetings scheduled for Thursday, April 10. NPR is currently putting together the invitation list for the small agency meeting to be held at 10:30, Thursday, at which small agency plans will be presented to the Vice President.

Recommend you approve the attached "one pager" for release to the NPR and advise me if you would like NPR to place your name on the small agency meeting invitation list.

Approve _____ Disapprove _____ Date _____

Comment: _____

THE WHITE HOUSE

WASHINGTON

April 4, 1997

MEMORANDUM FOR BOB STONE
PROJECT DIRECTOR
NATIONAL PERFORMANCE REVIEW

FROM: JODIE R. TORKELOSON
ASSISTANT TO THE PRESIDENT FOR
MANAGEMENT AND ADMINISTRATION

SUBJECT: Plan for Executive Office of the President
Employment of Welfare Recipients

We are committed to providing employment opportunities to welfare recipients and have adopted the attached operating plan to recruit and hire welfare recipients and incorporate them into the permanent workforce.

Virtually all of the components of the Executive Office of the President (EOP) could employ welfare recipients. Specifically the EOP has identified potential placement opportunities as mail clerk, warehouse worker, general clerk, messenger, personnel clerk, file clerk, and secretary. Immediate recruitment will begin for 6 positions. All positions are located in the District of Columbia. Entry into these occupations can begin with no previous job experience. Entry at a higher level can take as little as 3 to 6 months of general work experience or high school graduation or equivalency.

Our primary approach to recruitment is to partner with three local social service agencies, the District of Columbia; Arlington County, Virginia; and Prince George's County, Maryland. We have already made contact with these agencies and they will be referring candidates to us for placement under our existing hiring authorities. In addition we are identifying a broader range of both public and private agencies which will be targeted with special mailings of all vacancy announcements to identify additional candidates.

Managers are empowered to participate in the program via dissemination of information and encouragement about the use of the program. Managers will be provided the complete EOP operating plan which provides the basic information they need to identify and establish a position, initiate a referral, make a selection, and train and groom an employee to become a permanent and valued member of their work team.

On-the-job training, formal training, and developmental assignments will be specifically identified in a training plan

developed for each job and each welfare recipient. Child care and transportation subsidies will initially be provided by the social service agencies and will be transitioned to other alternatives that include our agency sponsored child care center and Federally funded transportation subsidy. Mentors responsible for providing support and counsel will be identified for each welfare recipient. The Office of Administration, Human Resources Management Division (OA/HRM), the Employee Assistance Program (EAP), as well as social service organization social workers, will provide support and counsel to welfare recipients hired. OA/HRM will facilitate regular focus group meetings to deal with issues including adjustment problems.

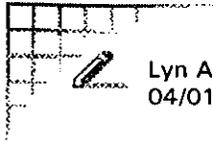
Special orientation programs will be provided to the welfare recipients. The orientation will encompass expectations, their responsibility and accountability, time management, self-discipline skills, how to communicate with supervisors and co-workers, and techniques for discussing performance issues. Ways to cope with family issues, and where to go for help, advice and counsel is also on the agenda. The orientation will provide a forum to raise and address any initial work or family concerns.

The offices will be prepared to work with the new hires through the written guidance in the operating plan. In addition, supervisors will be given an orientation in the general principles of the program with an emphasis on planning, scheduling, and tracking assignments; and developing and communicating expectations and giving prompt and meaningful feedback. Supervisors have a responsibility to orient the welfare recipient to their office environment. Supervisors will also be required to participate in regular focus group meetings.

Our standard practice is to annually notify potentially eligible employees of the Earned Income Tax Credit. Welfare Recipients will also be notified of this program during their orientation, and will be assisted in completing the paperwork to claim the Advance Earned Income Tax Credit.

Attachment

WR - sut living



Lyn A. Hogan
04/01/97 08:06:15 PM

Record Type: Record

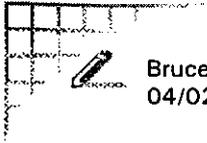
To: Elena Kagan/OPD/EOP
cc: Bruce N. Reed/OPD/EOP, Cynthia A. Rice/OPD/EOP
Subject: OPM Proposal/Numerical Targets

Elena,

Bob Stone at NPR has been pushing hard to encourage the agencies to set specific numerical targets in their welfare to work plans. I have reiterated several times the earlier decision NOT to ask agencies to set specific targets, but Bob Stone would still like to do so. I suggested to his staff that he might want to call you to discuss this as I'm not in a position to make any changes on this policy. He may call either you or Bruce in the morning.

Specifically, as you remember, we decided not to set targets for the agencies and not to ask them to come up with their own numerical targets in their plans, but to encourage each agency to put together a plan best suited to its workforce, hiring needs, outreach ability, etc. If that means the agency **wants** to set its own numerical targets, fine, but we decided we wouldn't ask them to do it.

Wk - sent living



Bruce N. Reed
04/02/97 10:19:13 AM

Record Type: Record

To: Lyn A. Hogan/OPD/EOP
cc: Elena Kagan/OPD/EOP, Cynthia A. Rice/OPD/EOP
Subject: Re: OPM Proposal/Numerical Targets

At an NEC mtg this morning, Shalala described the HHS proposal, and several Cabinet members including Rubin seemed interested. Do you know what they're doing?

WR-govt hiring



Bruce N. Reed
04/02/97 10:17:45 AM

Record Type: Record

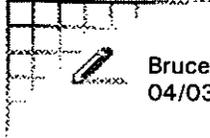
To: Lyn A. Hogan/OPD/EOP

cc: Elena Kagan/OPD/EOP, Cynthia A. Rice/OPD/EOP

Subject: Re: OPM Proposal/Numerical Targets

I don't think hiring targets are as important as identifying the number of entry-level jobs. I don't mind challenging agencies to think of a specific target, but you're right, it's up to them whether that makes sense for them.

WR - suit hiring



Bruce N. Reed
04/03/97 12:36:41 PM

Record Type: Record

To: Elena Kagan/OPD/EOP, Paul J. Weinstein Jr./OPD/EOP

cc:

Subject: Welfare-to-Work

I said yes, absolutely.

----- Forwarded by Bruce N. Reed/OPD/EOP on 04/03/97 12:40 PM -----



Jodie R. Torkelson

04/03/97 11:49:51 AM

Record Type: Record

To: Maria Echaveste/WHO/EOP, Todd Stern/WHO/EOP, Bruce N. Reed/OPD/EOP

cc: Ashley L. Raines/OA/EOP, John Podesta/WHO/EOP

Subject: Welfare-to-Work

After talking to John Podesta this morning about the White House's Welfare-to-Work opportunities, I think this is where we are currently:

We want this to work in the White House. We surveyed all offices for interest. Many didn't think they had appropriate positions. OPL and Correspondence were enthusiastic and that's the best type of offices for such placements. DPC needs to make this opportunity available in it's shop because they obviously are strong proponents of the program.

Therefore, John and I agree that your offices will be allowed to have a 6 month increase in "bodies on board" to accomodate a welfare hire. At the end of the six month period you would need to absorb the person into your overall authorized slot level.

We expect that other offices will also be interested as some vacancies occur. For instance, filling the next telephone operator vacancy in my office will be targeted toward a welfare recipient and I know there are other offices looking at this as well.

Overall for the complex we have a commitment for 2 hires in OMB and 1 in OA. Those plus these three in the WH bring our total to 6 for the complex and that's what we're reporting to the NPR.

Please let me know if you three are okay with being the pilot offices for the White House. There is a package of material being sent around this afternoon which will more fully explain the step-by-step of hiring, supervising and mentoring these hires. Please take the time to look at the material and make sure you are comfortable that you can fulfill the commitment you would be making.

My staff will contact you to help write position descriptions that will be used by the Social Service agencies to match qualified persons with the jobs available.