

WITHDRAWAL SHEET

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DOCUMENT NO. & TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. Resume	Tonya JoAnn Grahma resume, 1p (partial)	1997	P6/B6

- P1 National security classified information [(a)(1) of the PRA].
- P2 Relating to 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].

RESTRICTIONS

- B1 National security classified information [(b) (1) of the FOIA].
- B2 Release could disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA].
- B3 Release would violate a Federal statute [(b)(3) of the FOIA].
- B4 Release would disclose trade secrets or confidential commercial financial information [(b)(4) of the FOIA].
- B6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA].
- B7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA].
- B8 Release would disclose information concerning the regulation of financial institutions [(b)(9) of the FOIA].
- B9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA].

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

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.

THIS FORM MARKS THE FILE LOCATION OF ITEM NUMBER 1
LISTED IN THE WITHDRAWAL SHEET AT THE FRONT OF THIS FOLDER.

THE FOLLOWING PAGE HAS HAD MATERIAL REDACTED. CONSULT THE
WITHDRAWAL SHEET AT THE FRONT OF THIS FOLDER FOR FURTHER
INFORMATION.

Tonya JoAnn Graham, T2 Claims Representative**Work Number (806) 296-7613****Home Number (806) 297-6879****Social Security Number****Date of Birth 11/28/60**

- **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

PRESIDENT WILLIAM J. CLINTON
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, and I asked Vice President Gore to lead this effort. Today, we 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 -- they are jobs that need to be filled. 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

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.

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 seven entry level positions.

- One mail clerk position in the Office of Administration
- Up to three positions in the White House Office to train in general clerical support duties (receptionist, word processing, filing etc.) in Public Liaison, Domestic Policy and Correspondence.
- Up to three position in the Office of Management and Budget as student assistants (training in general clerical and office support duties) while working on degree or certificate completion.
- Other agencies (ONDCP in particular) are still working on restructuring positions for entry to mid-level to include paralegal work and program analysis work. + CEO

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 primary agencies are: the District of Columbia, Arlington County, Virginia, and Prince Georges County, Maryland. Other local agencies are also being targeted with recruitment information.

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.

Each participant, their supervisor and mentor will be provided specialized training about the program.

- Development plans will be in place and tracked to completion for each participant. Certification of completion will be required.

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. Identification of the lowest cost child care available, and sources of lowest cost transportation, or the availability of subsidies, will be identified to be accessed if needed.

- Participants and their supervisors will participate in regular, structured focus group meetings to identify and solve problems, and create an internal support group.
- Each participants need for additional support like child care and transportation subsidy will be analyzed and support mechanisms provided to the level needed and within the resources available.
- Participants who complete a training program will either be incorporated into the permanent workforce or provided support and counseling in locating and obtaining permanent employment in the private or public sector.
- 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.

February 24, 1997

NOTE FOR SYLVIA MATTHEWS
JOHN PODESTA

FROM: BRUCE REED
ELENA KAGAN

We will get you a proposal
tomorrow based on this memo and
our conversations with OPM.

~~BR~~ EK/LYN -

P.S. Look at DOT's ideas
in its Priorities report on
w-to-work - BR

This needs work, but we've got to
get something done soon. I like the
Internet deal, the Exec Order on a
new hiring track (I think), something w/the
agencies on transportation or child care.

Do wage subsidies from states work in fed agencies?

POTUS wants us to do this ASAP. Let me know. - BR



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, DC 20415-0001

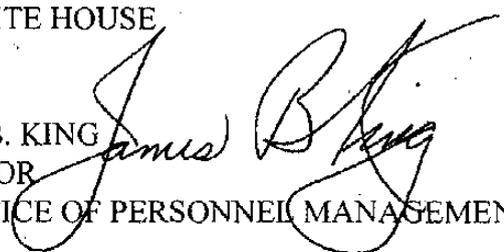
OFFICE OF THE DIRECTOR

FEB 19 1997

MEMORANDUM FOR BRUCE REED
ASSISTANT TO THE PRESIDENT
FOR DOMESTIC POLICY
THE WHITE HOUSE

FROM:

JAMES B. KING
DIRECTOR
U.S. OFFICE OF PERSONNEL MANAGEMENT



SUBJECT: Welfare-to-Work Options

As a follow-up to our phone conversation, attached is an options paper outlining steps the Federal government can take to set a good example and help people move from welfare to work.

We have suggested a number of options including:

- Expand use of existing Federal hiring programs designed to attract low-skilled individuals, such as Worker-Trainee appointments.
- Create a new hiring avenue specifically targeted to individuals receiving public assistance.
- Increase availability of child care and possibly subsidize part of the cost.
- Increase awareness of Federal job opportunities through a range of publicity avenues.
- Deliver career counseling through *USACareers*, a new Internet Web site which OPM will launch in March 1997.
- Locate Federal agencies in areas affording ready access to public transportation.

We have also included some statistics about current Federal hiring trends which might be helpful. They depict the most popular occupations for new hires, employment trends in selected metropolitan areas, and the number of new hires by work status and occupational category in FY 1996.

Since you and I talked, we have been contacted by a reporter from *USA Today* who is working on a story about the Federal government's efforts in the welfare-to-work initiative. When you are ready to roll out this effort, OPM would be pleased to work with the reporter on national publicity.

Please let me know if you need any additional information or further explanation about what we have provided. Feel free to contact me or my Chief of Staff, Janice Lachance. Both of us can be reached at (202) 606-1000.

Attachments

U.S. OFFICE OF PERSONNEL MANAGEMENT

WELFARE-TO-WORK PROGRAM OPTIONS

Increase Publicity of Federal Job Opportunities

- ◆ Initiate a publicity campaign to inform both welfare recipients and social service providers of the information provided through the Federal Employment Information Highway, including the latest worldwide job openings, full job descriptions and skills requirements, access to application materials and on-line application, and information on a wide variety of Federal employment-related topics and programs. In addition, publicize this initiative to both Federal managers and personnelists. (A number of the following proposals have significant costs associated with them, and no current funding.)
 - Utilize TV/Ad Council for public service messages.
 - Direct mail to welfare recipients.
 - Direct mail to service providers including State Employment Service Offices and welfare offices, with the focus on simple training to fully use the Highway.
 - Use Federal Executive Boards (FEBs) and Federal Executive Associations (FEAs) across to country to help publicize this initiative, to foster partnerships with State welfare agencies, and to generate innovative hiring approaches.
 - Satellite broadcasts for Federal managers/human resources managers.
 - Satellite broadcasts for welfare job counselors/welfare recipients.
 - Help train welfare job counselors on how to use the Internet to increase access to **USAJOBS**, OPM's employment information Homepage.
- ◆ Expand access points to the Federal Employment Information Highway. Strategically place employment and job information computer *kiosks* at state employment or welfare offices. (Significant funding implications if the Federal government provides. Cost per unit is \$10,600, and there is an annual maintenance fee of \$3,000.)
- ◆ Implement *Hiring Outlook*, an electronic information system designed to provide a realistic market analysis of the types of occupations the Federal government is recruiting for and what skills are needed by candidates to be competitive for jobs in the Federal sector. Include information on all different types of appointments as well as both permanent and temporary employment opportunities. (Scheduled to go on-line by September 1997.)

- ◆ Promote student employment, both paid and unpaid. Require agencies to post all student employment opportunities, whether paid or unpaid, in OPM's electronic job information system.
- ◆ Expand the Federal Jobs Database by requiring the posting of all Federal government jobs. (Currently, there is no requirement to post excepted service, legislative branch, or judicial branch positions. A change would require legislation.)
- ◆ Continue and expand posting of State, local, and municipal government jobs. Solicit support and help from organizations such as the U.S. Conference of Mayors, the League of Cities, and the National Association of Counties.

Assess "Readiness for Work" - Unveil Innovative Products

- ◆ Design, develop, and implement a computer-based job matching system which would match identified skills with job vacancies and provide information to job seeker. Employers would utilize a skills bank to find potential employees. (Coordinate with the Department of Labor-significant funding implications.)
- ◆ Deliver career counseling through *USACareers*, a new Internet web site currently under development by OPM's Employment Service. Scheduled to go on-line in March 1997, it will provide an interactive computer-based approach to help individuals to learn more about their skills and abilities and providing an integrated approach for identifying work-related skills and career interests, as well as develop training plans for welfare recipients to get the skills and aptitudes needed for Federal employment.

Utilize Targeted Hiring Options

- ◆ **INCREASE USE OF EXISTING PROGRAMS**

Worker-Trainee

Program was designed to attract very low-skilled persons into the Federal workforce. It is a quick and easy way to hire individuals into trainee-type positions where needed training in basic skills and developmental experiences are offered. Program has been in place since 1968 but is currently not widely utilized. Provisions of the program include the following:

- May hire at grades GS-1, WG-1 or WG-2, or equivalent.
- May promote to grades GS-3, WG-4, or equivalent.
- Initial appointment is a term-like appointment.
- After 3 years, may convert to career status.

Student Educational Employment Program

The Federal Student Educational Employment Program includes two components: the ***career experience program*** that provides career-related work experience that may lead to permanent employment in the Federal Government; and the ***student temporary program*** that provides temporary work experience in a variety of areas. Provisions include the following:

- Open to all students: high school, undergraduate, graduate, and vocational/technical.
- Hire at grades GS-2 to GS-4.
- Flexible schedule of work assignments.
- Under the career experience program, may include tuition assistance from hiring agency.
- Under the career experience program, may be converted to a career-conditional or career appointment after completing program requirements.

◆ **CREATE NEW FEDERAL HIRING OPTIONS**

New Excepted Service Hiring Authority for Welfare-to-Work Eligibles (OPM can create)

- Indefinite appointment with conversion eligibility to the competitive service.
- Certification of persons by State or local government.
- Conversion after 2 years of satisfactory performance. (**requires an Executive Order**)
- No limitations on appointment grade level.
- Training/education requirement after entry.
- Peer counselor/mentor program advised.
- Tuition assistance option.

Volunteer Program (**Requires legislation**)

- Encourage agencies to host candidate(s) to gain work experience.
- Partner with Dept. of Labor and other agencies who provide host arrangements.

Other Issues that Impact on Employment

◆ **Availability and Cost of Day Care**

- Encourage establishment of more agency-sponsored child care centers (requires agency commitment and often GSA coordination and approval).
- Allow non-DoD agencies to more fully subsidize child care centers as DoD agencies are allowed under the ***Military Child Care Act of 1989*** (requires legislation and appropriations).

- Further encourage agencies to provide resource and referral services to their employees.
- Promote the use of alternative funding methods by Federal child care centers.
- Provide direct subsidies to employees for child care expenses (as currently available for mass transit use)--could be restricted based on financial considerations. (requires legislation).

◆ **Availability of Affordable Transportation**

- Publicize the *Fare Subsidy Program* which allows Federal agencies to subsidize the cost of public transportation in areas where State and local programs exist and encourage its use.
- New E.O. further encouraging Federal agencies to locate in locations affording ready access to public transportation.

◆ **Availability of Health Insurance**

- Permit Federal employees hired on a temporary basis to immediately participate in the Federal Employees Health Benefits (FEHB) program. (**Requires legislation**). Currently, temporary employees must be employed for 1 year before they are eligible to enroll in the FEHB. This proposal would not change the requirement that temporary employees pay the full health insurance premium (government and employee contributions).

Model Performance-Based Organization (PBO) Bill

- ◆ Include a provision in the model PBO bill that would require PBO candidate organizations to give employment consideration and/or priority to individuals currently receiving welfare.

Other Possible Incentives for Agencies to Hire People Off Welfare

- ◆ Pass back some of the savings for taking someone off the welfare rolls to the hiring agency.
- ◆ Presidential recognition of Federal agencies that make the greatest strives to hire people off welfare.
- ◆ "Finders Fee" for hiring matches.
- ◆ Federal agencies set hiring goals.
- ◆ Cabinet Secretaries report monthly to the White House on progress.

Hiring Trends in the Federal Government *

- Of the 200,915 new hires in FY-1996, 142,517 (71%) were for temporary jobs.

MOST POPULAR OCCUPATIONS FOR FEDERAL NEW HIRES IN FY 1996

<i>Permanent</i>		<i>Temporary</i>	
Data Transcriber	(5,965)	Misc. Clerk & Assistant	(15,705)
Mail & File	(1,700)	Forestry Technician	(9,164)
Corrections Officer	(1,637)	Medical Officer	(7,405)
Misc. Clerk & Assistant	(1,602)	Office Automation Clerical & Assistant	(7,376)
Secretary	(1,553)	Laborer	(7,122)

METROPOLITAN AREAS WITH MOST WHITE COLLAR FEDERAL HIRES IN FY 1996 (PERMANENT AND NON-PERMANENT)

Washington, DC	(16,721)
Philadelphia, PA	(3,860)
Atlanta, GA	(3,481)
Kansas City, MO	(2,884)
San Diego, CA	(2,942)
New York, NY	(2,754)
San Antonio, TX	(2,732)
LA/Long Beach, CA	(2,159)

* Data does not include the U.S. Postal Service, Postal Rate Commission, Central Intelligence Agency, National Security Agency, Federal Bureau of Investigation, Tennessee Valley Authority, White House Office, Office of the Vice President, Board of Governors of the Federal Reserve System, Defense Intelligence Agency, Commissioned Corps employees, the Judicial Branch, and the Legislative Branch (except for the Government Printing Office, U.S. Tax Court, and selected commissions).

**NEW HIRES BY SELECTED MSA
GENERAL SCHEDULE AND RELATED PAY PLANS
AND WAGE SYSTEM
FY 1996**

	PERMANENT	NON-PERMANENT	TOTAL
ATLANTA			
Clerical	626	1,059	1,685
Technical	108	482	590
Administrative	125	382	507
Professional	194	267	461
Other White Collar	47	13	60
Blue Collar	61	117	178
ALL	1,161	2,320	3,481
BALTIMORE			
Clerical	73	509	582
Technical	107	211	318
Administrative	175	42	217
Professional	77	27	104
Other White Collar	59	20	79
Blue Collar	39	220	259
ALL	530	1,029	1,559
BOSTON			
Clerical	88	416	504
Technical	58	287	345
Administrative	82	69	151
Professional	82	92	174
Other White Collar	35	45	80
Blue Collar	32	238	270
ALL	377	1,147	1,524
CHICAGO			
Clerical	168	329	497
Technical	129	154	283
Administrative	166	93	259
Professional	113	29	142
Other White Collar	46	40	86
Blue Collar	89	148	237
ALL	711	793	1,504
DALLAS			
Clerical	111	113	224
Technical	101	89	190
Administrative	75	55	130
Professional	61	25	86
Other White Collar	28	10	38
Blue Collar	27	77	104
ALL	403	369	772

**NEW HIRES BY SELECTED MSA
GENERAL SCHEDULE AND RELATED PAY PLANS
AND WAGE SYSTEM
FY 1996**

	PERMANENT	NON-PERMANENT	TOTAL
DAYTON-SPRINGFIELD			
Clerical	64	214	278
Technical	59	102	161
Administrative	17	28	45
Professional	32	31	63
Other White Collar	10	24	34
Blue Collar	24	225	249
ALL	206	624	830
DENVER			
Clerical	78	338	416
Technical	97	231	328
Administrative	54	63	117
Professional	62	84	146
Other White Collar	50	30	80
Blue Collar	55	116	171
ALL	396	862	1,258
KANSAS CITY			
Clerical	1,854	490	2,344
Technical	102	65	167
Administrative	49	24	73
Professional	49	11	60
Other White Collar	48	10	58
Blue Collar	8	174	182
ALL	2,110	774	2,884
LOS ANGELES-LONG BEACH			
Clerical	116	500	616
Technical	123	344	467
Administrative	265	252	517
Professional	89	108	197
Other White Collar	61	54	115
Blue Collar	60	187	247
ALL	714	1,445	2,159
NEW YORK			
Clerical	230	887	1,117
Technical	147	242	389
Administrative	369	195	564
Professional	74	108	182
Other White Collar	155	83	238
Blue Collar	31	233	264
ALL	1,006	1,748	2,754

**NEW HIRES BY SELECTED MSA
GENERAL SCHEDULE AND RELATED PAY PLANS
AND WAGE SYSTEM
FY 1996**

	PERMANENT	NON-PERMANENT	TOTAL
NORFOLK-VA BEACH-NEWPORT NEWS			
Clerical	72	369	441
Technical	115	194	309
Administrative	116	29	145
Professional	97	24	121
Other White Collar	73	6	79
Blue Collar	106	117	223
ALL	579	739	1,318
PHILADELPHIA			
Clerical	1,343	1,476	2,819
Technical	121	157	278
Administrative	112	43	155
Professional	94	69	163
Other White Collar	75	24	99
Blue Collar	71	275	346
ALL	1,816	2,044	3,860
ST. LOUIS			
Clerical	214	375	589
Technical	90	92	182
Administrative	80	18	98
Professional	50	26	76
Other White Collar	25	5	30
Blue Collar	42	109	151
ALL	501	625	1,126
SALT LAKE CITY-OGDEN			
Clerical	813	650	1,463
Technical	40	221	261
Administrative	27	17	44
Professional	24	21	45
Other White Collar	8	7	15
Blue Collar	48	212	260
ALL	960	1,128	2,088
SAN ANTONIO			
Clerical	178	873	1,051
Technical	83	414	497
Administrative	115	90	205
Professional	116	70	186
Other White Collar	65	22	87
Blue Collar	148	558	706
ALL	705	2,027	2,732

**NEW HIRES BY SELECTED MSA
GENERAL SCHEDULE AND RELATED PAY PLANS
AND WAGE SYSTEM
FY 1996**

	PERMANENT	NON-PERMANENT	TOTAL
SAN DIEGO			
Clerical	215	280	495
Technical	240	323	563
Administrative	358	77	435
Professional	109	84	193
Other White Collar	774	77	851
Blue Collar	182	223	405
ALL	1,878	1,064	2,942
SAN FRANCISCO			
Clerical	81	251	332
Technical	31	133	164
Administrative	108	102	210
Professional	49	72	121
Other White Collar	5	18	23
Blue Collar	34	83	117
ALL	308	659	967
SEATTLE-BELLEVUE-EVERETT			
Clerical	164	239	403
Technical	225	225	450
Administrative	49	43	92
Professional	45	44	89
Other White Collar	10	21	31
Blue Collar	17	118	135
ALL	510	690	1,200
WASHINGTON			
Clerical	1,031	5,763	6,794
Technical	530	1,544	2,074
Administrative	1,478	1,456	2,934
Professional	2,205	1,147	3,352
Other White Collar	496	182	678
Blue Collar	253	636	889
ALL	5,993	10,728	16,721

Source: Central Personnel Data File

**Five Most Frequent Occupations Among New Hires
Other White Collar Series**

STATUS	Code	Occupation Name	Count	Percent
Permanent	0007	Correction Officer	1,637	27.40
	1896	Border Patrol Agent	1,331	22.28
	0083	Police	688	11.51
	0399	Administration & Office Support Student Trainee	490	8.20
	0899	Engineering & Architectural Trainee	419	7.01
Temporary	0699	Medical & Health Student Trainee	621	24.27
	0081	Fire Protection & Prevention	465	18.17
	0085	Security Guard	345	13.48
	0083	Police	313	12.23
	0399	Administration & Office Support Student Trainee	167	6.53

Five Most Frequent Occupations Among New Hires
Professional Series

STATUS	Code	Occupation Name	Count	Percent
Permanent	0610	Nurse	1,301	13.21
	0602	Medical Officer	1,163	11.81
	0905	General Attorney	711	7.22
	0855	Electronics Engineering -	639	6.49
	1701	General Education & Training	415	4.21
Temporary	0602	Medical Officer	7,405	31.91
	1701	General Education & Training	3,666	15.80
	0610	Nurse	2,265	9.76
	1710	Education & Vocational Training	1,119	4.82
	0180	Psychology	781	3.37

**Five Most Frequent Occupations Among New Hires
Blue Collar Series**

STATUS	Code	Occupation Name	Count	Percent
Permanent	7408	Food Service Worker	653	11.18
	3566	Custodial Worker	437	7.48
	8852	Aircraft Mechanic	327	5.60
	6907	Material Handler	265	4.54
	4749	Maintenance Mechanic	259	4.44
Temporary	3502	Laboring	7,122	28.41
	7408	Food Service Worker	2,113	8.43
	4749	Maintenance Mechanic	1,401	5.59
	3501	Miscellaneous General Services & Support Work	1,070	4.27
	3566	Custodial Worker	1,038	4.14

Five Most Frequent Occupations Among New Hires
Administrative Series

STATUS	Code	Occupation Name	Count	Percent
Permanent	1816	Immigration Inspection	894	9.74
	0334	Computer Specialist	819	8.93
	0301	Miscellaneous Administration & Program	808	8.81
	1811	Criminal Investigating	777	8.47
	1890	Customs Inspection	510	5.56
Temporary	0301	Miscellaneous Administration & Program	6,159	46.72
	0025	Park Ranger	1,384	10.50
	1165	Loan Specialist	588	4.46
	1801	General Inspection, Investigation & Compliance	546	4.14
	1712	Training Instruction	487	3.69

FY96 NEW HIRES BY PATCO

	STATUS							
	PERMANENT		TEMPORARY		UNSPECIFIED		ALL	
	NEW HIRES		NEW HIRES		NEW HIRES		NEW HIRES	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
PATCO								
PROFESSIONAL	9,847	17.08	23,205	16.28	295	40.03	33,347	16.60
ADMINISTRATIVE	9,174	15.91	13,182	9.25	83	11.26	22,439	11.17
TECHNICAL	8,961	15.54	33,877	23.77	60	8.14	42,898	21.35
CLERICAL	17,860	30.97	39,821	27.94	126	17.10	57,807	28.77
OTHER W/C	5,975	10.36	2,559	1.80	40	5.43	8,574	4.27
BLUE COLLAR	5,839	10.13	25,065	17.59	130	17.64	31,034	15.45
UNSPECIFIED	5	0.01	* 4,808	3.37	3	0.41	4,816	2.40
ALL	57,661	100.00	142,517	100.00	737	100.00	200,915	100.00

* Most of the unspecifieds in this column were reported under an outdated occupation code and belong in the OTHER W/C PATCO category.

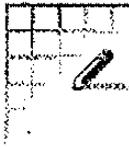
**Five Most Frequent Occupations Among New Hires
Technical Series**

STATUS	Code	Occupation Name	Count	Percent
Permanent	0962	Contact Representative	1,091	12.18
	0525	Accounting Technician	743	8.29
	1702	Education & Training Technician	672	7.50
	0856	Electronics Technician	538	6.00
	0621	Nursing Assistant	480	5.36
Temporary	0462	Forestry Technician	9,164	27.05
	0404	Biological Science Technician	3,959	11.69
	0189	Recreation Aid & Assistant	2,792	8.24
	1702	Education & Training Technician	1,958	5.78
	0025	Park Ranger	1,835	5.42

Five Most Frequent Occupations Among New Hires
Clerical Series

STATUS	Code	Occupation Name	Count	Percent
Permanent	0356	Data Transcriber	5,965	33.40
	0305	Mail & File	1,700	9.52
	0303	Miscellaneous Clerk & Assistant	1,602	8.97
	0318	Secretary	1,553	8.70
	0592	Tax Examining	1,317	7.37
Temporary	0303	Miscellaneous Clerk & Assistant	15,705	39.44
	0326	Office Automation Clerical & Assistant	7,376	18.52
	0305	Mail & File	3,681	9.24
	0322	Clerk-typist	2,326	5.84
	0318	Secretary	1,881	4.72

WR - Federal Gov



Elisabeth Stock @ OVP
03/25/97 10:07:42 AM

Record Type: Record

To: mastrand @ opm.gov @ INET, Kogut_R @ a1.eop.gov @ INET, Lyn A. Hogan/OPD/EOP
cc: susan.valaskovic @ npr.gsa.gov @ INET, stephen.butterfield @ npr.gsa.gov @ INET
Subject: FINAL DRAFT VERSION OF Q&As

Below is the version of Q&As that got passed out this morning at the chiefs of staff meeting:

DRAFT WELFARE TO WORK INITIATIVE Q & As

FINANCING THIS INITIATIVE

Q: How much will this effort cost?

A: 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 make this a priority within their existing budgets.

Q: Is there training money to be tapped for this program?

A: Special training should be funded from an agency's existing resources. You are urged to connect with your local U.S. Department of Labor, Job Training and Partnership Act (JTPA) system because they are already training welfare recipients.

HIRING CHARACTERISTICS

Q: Does the President have specific hiring figures in mind?

A: No. The directive asks agency and department heads to each prepare an individualized plan for hiring welfare recipients that will include a survey of where jobs exist within the agency. Until these surveys are conducted, there is not a sufficient basis for hiring at target numbers. Agencies may decide that numbers, at this early stage of the process, are essentially arbitrary. This is fine.

Q: Are we talking about jobs in Washington, D.C.?

A: We are talking about jobs all over the country. More than 85 percent of federal jobs are located outside the Washington metropolitan area.

Q: Can our plan cover hiring in only some parts of the agency.

A: Yes. If your survey tells you that some parts of your agency will be precluded by mission or fund availability from any hiring, just indicate in your plan that you surveyed the entire agency and report those areas where hiring can take place.

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

A: In just this last fiscal year, the Federal government hired about 58,000 permanent employees and about 140,000 temporary employees. Many of these were for lower level jobs. Recently, only a few of these positions have been filled through the Worker-Trainee Program -- in FY 1996, only 120. But in June 1969, one year after the Worker Trainee program became operational, 7,000 placements were made across the country.

Q: What hiring authorities are currently available to enable agencies to meet their goals?

A: There are a number of authorities both competitive and excepted that may be appropriate for use in this effort. Agencies are reminded that positions of guards, custodians, elevator operators, and messengers are reserved for the employment of veterans under title 5 U.S.C. 3310. Other positions may be reserved under statutes that apply to specific agencies. Please also be mindful of these.

Because the Worker-Trainee program has been identified as an appropriate hiring mechanism for this effort, we are providing more detailed information in this forum about that program. The appointing authority for the Worker-Trainee program is the temporary appointment pending establishment of a register (TAPER) authority.

Q: Will agencies receive FTE ceiling exemption?

A: The Office of Management and Budget (OMB) has reminded agencies that, because of the successful downsizing already accomplished, agencies should not be constrained by any FTE limitations in order to participate in this program. The only exception to this general guidance is to agencies offering "buyouts" to employees under the FY 1997 omnibus appropriations act who must reduce their total FTE usage by the end of FY 1998 by one for each buyout that is paid. OMB has said that agencies that have dollar resources

and program flexibility to fund welfare-to-work hires should allow their managers to do so regardless of Internal FTE controls that may have been imposed

HELPING WELFARE RECIPIENTS WITHOUT CREATING HIRING PREFERENCES

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

A: We are continuing to use our regular hiring procedures. We are encouraging the departments to use an existing hiring authority that allows 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.

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

A: We make no apologies about the fact that we are asking the agencies to hire welfare recipients [adult or teen (under age 19) heads of households on Temporary Assistance for Needy Families (TANF) administered by a State under the Federal block grant, Aid to Families with Dependent Children (AFDC) or a Tribal Temporary Assistance for Needy Families program administered by an eligible Indian Tribe]. 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.

Q: Did you decide not to create a new hiring track because of pressure from the Veteran's groups and unions?

A: No. We decided not to create a new hiring track because it was not needed. A program already existed, which, if revitalized would do the job. Creating a new program would only add unnecessary complications.

Q: Should we drop our summer Youth Program in Washington, D.C. and other cities so supervisors can concentrate on hiring welfare recipients?

A: Absolutely not. We understand it will take some time to create all the linkages needed with the welfare structure. In parts of your agency where there are major summer youth placements, we will expect the welfare hires to begin in August and September. The summer youth program in every community is major commitment to our country's youth and must be honored this year and in the years to follow.

THE WHITE HOUSE DOING ITS SHARE

Q: Will the White House directly hire welfare recipients?

A: Absolutely, Office of Administration, which handles management and administration for the White House, is working hard to put together a program at the White House. They are looking at Marriott's hiring program for welfare recipients and the job placement and support organization America Works, as well as others, as possible models for a White House hiring plan.

Q: How many welfare recipients will the White House hire?

A: Just as the Federal agencies need to survey hiring capacity and types of jobs available, so does the White House. But the Office of Administration of the Executive Office of the President is putting a program together and will report to the President, just as will other departments and agencies.

SPECIFIC IMPLEMENTATION QUESTIONS

CABINET MEETING:

Q: What is the date of the Cabinet meeting?

A: We will ask agencies to submit their plans to NPR by April 7. We expect the Cabinet Meeting will be held on April 10.

COUNTING WELFARE HIRES

Q: How are you going to count these hires?

A: Agencies will report to OPM monthly based on each new hire's self designation.

Q: Can we count anyone in addition to TANF recipients?

A: For the purpose of responding to this directive, the only new hires that we will count are adults or teen heads of households receiving assistance under: the Temporary Assistance for Needy Families (TANF) program, Aid to Families with Dependent Children (AFDC) or Tribal Temporary Assistance for Needy Families program administered by an eligible Indian tribe.

Q: How will agencies ensure selection from among the target population?

A: The most feasible way to attract viable candidates is to describe accurately and succinctly the nature of the work and the minimum qualifications needed to apply in the vacancy announcement for the position

being filled, and to make sure all local agencies and programs serving welfare recipients know about all Federal vacancies.

Q: Will competition be required to fill vacancies under this program?

A: Agencies may use discretion in determining how they can best fill positions given the qualifications of welfare recipients. The attachments to this document describe many of them. Agencies should consider all existing competitive and excepted service hiring authorities that may be appropriate. All requirements associated with any given authority continue to apply. Hiring of Worker-Trainees under the TAPER authority is accomplished through 5 CFI part 333 procedures which describe the application of "outside the register" procedures and does not require rating and ranking of applicants other than priority referral under career transition assistance regulations and veterans preference.

Q: Can we encourage our contractors to hire welfare recipients?

A: Yes. NPR has arranged for a small working group to begin discussing ways in which the President's welfare to work initiative can be furthered through government contracting. Agencies are encouraged to submit the numbers of welfare recipients hired by contractors as well as by direct hire. These two numbers will be kept separately for the purposes of responding to this directive.

Q: Will there be standard language for all government contracts provided?

A: The entire issue of requirements, incentives or other approaches to government contractors is being developed and guidance will be forthcoming in the next two weeks.

SUBMITTING PLANS

Q: Do we send our plans directly to the White House?

A: No. Enter your plans on NPR's interactive website. Contact Stephen Butterfield at (202) 632-0321 (or stephen.butterfield@npr.gsa.gov) for an account and password if you are responsible for submitting your agency's plan. You can also send a hard copy addressed to Susan Valaskovic at NPR, 750 17th St. N.W., Washington, D.C. 20006.

Q: We are not a cabinet level agency. How do we submit our plan to the President?

A: The President has designated Vice President Gore to oversee this

Presidential initiative. Please submit your plans to the National Performance Review in electronic format as noted above. You can also send a hard copy to the address noted above.

OVERSIGHT

Q: Will there be oversight?

A: The National Performance Review will review your plans and monthly reports and keep the Vice President informed. As the program progresses over the next few months, NPR will be sharing creative ideas, best practices and challenges with all the agencies.

CONTINUING EFFORT

Q: Is this the final step?

A: No. This is a first step -- though a significant one. Agencies will begin working right away to identify available jobs, reach out to welfare recipients through the welfare structure, notify them of those jobs, and fully use the existing programs to help recipients take and keep the jobs. We are asking that all federal agencies in a given geographic location approach the state and local groups collectively to minimize the burden on those groups. Where Federal Executive Boards and Federal Executive Associations exist, they will take the lead in organizing initial meetings. In Washington, D.C., OPM and the Interagency Advisory Group of federal personnel directors (IAG) will take the lead in contacting Virginia, Maryland and the District of Columbia.

THE WORKER-TRAINEE PROGRAM AND TAPER

Q: The proposed regulations on Temporary and Term Employment, 5 CFR Part 316 published in the Federal Register on September 9, 1996, proposed to eliminate the authority for temporary appointments pending the establishment of a register (TAPER), which includes Worker-Trainee appointments. Does this have an effect on agencies' ability to continue to use this authority?

A: No. Because of this Presidential initiative, which lends itself to the use of Worker-Trainee appointments, the final regulations on Temporary and Term Employment, 5 CFR Part 316 will not include the previous proposal to eliminate the TAPER authority.

Q: Why are TAPER appointments being used when it is unlikely that registers will be established for recruitment of Worker-Trainees?

A: As a result of delegated examining to agencies, there is no longer a need for central registers, and OPM does not expect to recreate them. Because of the availability and ease in using this authority it was decided to continue its use. As we gain more experience in hiring worker-trainees under this initiative, we will reassess with agencies to determine if the use of the TAPER authority should be continued.

Q: Will there be a new appointing authority in the excepted service for Worker Trainee jobs?

A: At this time no new authority is planned; however, OPM will continue to monitor and evaluate the use of the Worker-Trainee and other current authorities to determine if another authority or modification of the Worker-Trainee authority would be appropriate.

Q: How are Worker-Trainee candidates evaluated to determine who is to be hired?

A: Worker-trainee jobs are those jobs in which the incumbent performs simple tasks and is given the opportunity to learn good work habits and marketable work skills. These jobs are aimed at unskilled workers to be hired in GS-1, and WG-1 and WG-2 positions. As such, only a very simple screening process is needed to identify those to be hired.

Therefore, it is imperative that the requirements on the job announcement be brief and simple, explaining that the trainee opportunity is opened to those with little or no skills, and briefly describing the learning and performance expectations, e.g., punctuality, attention to details, ability to follow instructions, dependability, willingness and motivation to learn. (OPM will develop a sample vacancy announcement that agencies may use as a guide.)

Q: Will OPM develop a standard vacancy announcement and/or rating schedule for Worker-Trainee positions?

A: Yes. OPM will develop a standard vacancy announcement for agency use, and will have it available on OPM's bulletin board, OPM ONLINE (formerly OPM MAINSTREET), and on OPM's web site, www.opm.gov. Rating schedules are not needed in the application of Part 333 regulations but if agencies find they want to use them, OPM will be available to work with them in developing rating schedules.

Q: Can agencies request that OPM conduct the examining process for them and give them lists of qualified welfare candidates?

A: Yes. OPM is available and has established mechanisms to accomplish this efficiently and economically. Under inter-agency agreements, OPM's

nationwide Service Center representatives will be available to assist with this process. If you need a point of contact, please call Dick Whitford on 202-606-1031.

Q: Will OPM grant a waiver of the application of priority referral and selection for displaced employees under CTAP and ICTAP regulations?

A: No. The requirements for priority referral of displaced Federal employees must be met.

Q: Are agencies obligated to convert employees on TAPER appointments to career appointments at the end of the three year period?

A: Yes. 5 U.S.C. 3304a requires individuals serving in positions in the competitive service under a temporary appointment pending establishment of a register to acquire competitive status and are entitled to have their appointments converted to career appointments, without condition, when they meet the conditions of the appointing authority.

Q: What are the conditions that must be met for conversion at the end of the 3-year period under TAPER authorities?

A: Employees must meet conditions as described in 5 CFR 315.704, which include completion of 3 years in such positions, rendering of satisfactory service for the 12 months immediately preceding the conversion, and meeting applicable qualification requirements for the position.

Q: What action will agencies take in the event an individual does not meet these conditions?

A: An employee under a TAPER appointment who does not meet the requirements and conditions of the appointment must be terminated no later than 90 days after he or she has completed the 3-year period beginning with the appointment date.

Q: Under what authority will terminations of employees not meeting conditions of TAPER appointments be effected?

A: TAPER employees have protection in adverse actions of 5 U.S.C. 7511 and in performance-based actions of 5 U.S.C. 4303 after they have completed 1 year of current, continuous service. Agencies must monitor and evaluate the performance of employees under the Worker-Trainee program, and extend the same consideration and job protections as they do to their permanent staffs.

Q: What will happen if at the end of the 3-year period an agency cannot convert the employee to the competitive service?

A: The purpose of the program is to provide continuing employment if the employee meets conditions for conversion. If, however, an agency finds itself unable to convert the employee, the agency will be required to conduct a Reduction-in-Force to deal with this situation. Employees under TAPER appointments are in tenure group III for reduction-in-force purposes.

Q: Do employees under TAPER appointments have competitive status?

A: TAPER employment does not confer competitive status and while under TAPER appointments, employees are not eligible for reinstatement or transfer to other agencies.

Q: Will the 3-year period required for conversion continue if there are breaks in service?

A: When there is a break in service to enter the armed forces and then reemployment in such a position within 120 days after separation under honorable conditions, the period from the date the employee leaves their position to the date of reemployment is included in the 3-year period.

Q: How should appointments under the TAPER authority be documented on the SF-50?

A: Agencies should use Nature of Action Code 112, with the Nature of Action "Temp Appt-PER," and Authority Code "MBM."

FARE SUBSIDY

Q: Is it permissible for agencies to offer fare subsidies to their employees based on employee income or related criteria?

A: The General Services Administration (GSA) has asked the Office of Legal Counsel at the Department of Justice for their legal opinion on this issue. Once an opinion has been rendered, guidance will be provided to agencies.

W.C.
Sub Dept

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

March 8, 1997

March 8, 1997

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Government Employment for Welfare Recipients

Since I signed the historic welfare reform law, I have urged businesses, nonprofit organizations, and religious groups across the Nation to help make its promise of opportunity real by offering jobs to welfare recipients. We are making great progress, but there is more to do. And today, I take action to ensure that the Federal Government, as the Nation's largest employer, contributes to the greatest extent possible to this national effort.

I therefore direct each of you, as head of an agency or department, to use all available hiring authorities, consistent with statute and prior executive memoranda, to hire people off the welfare rolls into available job positions in the Government.

In particular, I direct you to expand the use of the Worker-Trainee Program and other excepted service hiring authorities. The Worker-Trainee Program allows agencies to quickly and easily hire entry-level persons for up to 3 years, with the ability to convert the appointment to career status if the employee has performed satisfactorily. Though recently underutilized, the program allows agencies to bypass complex Federal personnel hiring rules and procedures to bring people into the junior grades of the work force.

I further direct you, in recognition of the different characteristics of the various agencies' work forces, to prepare an individualized plan for hiring welfare recipients and to submit that plan to me within 30 days. This plan should have three principal components:

- o The plan should contain a survey indicating in which divisions and for which categories of positions your agency can most easily hire welfare recipients, both in the Washington, D.C. area, and in the field.
- o The plan should describe in detail how the agency intends to recruit and hire qualified welfare recipients. This description should include a proposed local outreach program, and utilize Federal Executive Boards and Federal Executive Agencies to bring Federal job opportunities to the attention of welfare offices, State and private employment offices, nonprofit organizations, and others that work with welfare recipients on a regular basis. This program should build upon the Government's existing nationwide employment information systems.
- o The plan should describe in detail how the agency will assist welfare recipients, once hired, to perform well and to keep their jobs. The agency should include in this aspect of the plan proposals for on-the-job training and/or mentoring programs.

more

(OVER)

I expect each agency head to report to me about his or her plan at a special cabinet meeting called for that purpose. Following this meeting, I also expect monthly reports on implementation.

To ensure deep and continuing involvement in this issue by the White House, I ask the Vice President to oversee this effort. Based on his expertise in Federal workplace issues, he will assist all agencies in carrying out their commitments.

Finally, I direct appropriate agencies to take three steps that will help bring welfare recipients into the Federal work force while assisting all other low-income Federal employees.

- o I direct each agency head to notify all employees eligible for the Earned Income Tax Credit (EITC) of both their eligibility and their ability to receive EITC monies each month in their paychecks. Currently, not all agencies inform qualifying employees of their eligibility and options for payment. To insure uniform implementation, I direct the Secretary of the Treasury to issue to each agency within 15 days a statement of EITC eligibility rules which agencies can use to inform their employees.
- o I direct the General Services Administration (GSA) to issue within 30 days guidelines regarding use of the Federal Fare Subsidy Program. These guidelines should address whether agencies may offer fare subsidies based on employee income, which would enable more agencies to participate in the Fare Subsidy Program.
- o I direct the GSA, after consultation with all Federal agencies, to report back to me within 30 days on plans to assist low-income Federal workers in finding affordable child care. This report shall include information on agency-sponsored child care centers and agency contracts with local child care resource and referral services, as well as recommendations on any appropriate expansion of these arrangements to provide assistance to low-income Federal workers.

WILLIAM J. CLINTON

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

March 8, 1997

RADIO ADDRESS OF THE PRESIDENT
TO THE NATION

The Oval Office

10:06 A.M. EST

THE PRESIDENT: Good morning. This week we learned that America's economy continues to grow, steady and strong, creating almost 600,000 new jobs in the first two months of this year alone, and about 12 million in the last four years. We can make this time one of enormous promise for America, but only if we make sure that all Americans who are willing to work for it have the chance to reap the rewards of our prosperity.

This morning I want to talk to you about what we can do to lift the permanent underclass into a thriving and growing middle class; and to announce new steps the national government will take to move people from welfare to work.

Four years ago, when I became President, I pledged to end welfare as we know it. We worked with states to launch welfare reform experiments to require work. We cracked down on child support enforcement, increasing child support payments by 50 percent. We required teen mothers to stay in school and live at home if they wanted to receive welfare. Today, I'm pleased to report that due to these efforts and our growing economy we've already moved 2.6 million people off the welfare rolls -- a record number.

Last summer, we took the most dramatic step of all when I signed the bipartisan welfare reform legislation that imposed time limits, required work and extended child care and health care so that people can move from welfare to work without hurting their children. The new law ended the old welfare system when we said to those on welfare: responsibility is not an option, it must be a way of life.

Now, all the rest of us have our responsibility, indeed, our moral obligation, to make welfare reform work, to make sure that those who now must work, can work. We must move another 2 million more people off the welfare rolls in the next four years. And, frankly, we must recognize that many of these people will be harder to reach and will need more help than those who moved off the rolls in the past four years.

This cause must engage the energy and the commitment of everyone in our society -- of business, houses of worship, labor unions, universities, civic organizations, as well as government at every level. Above all, we must harness the private sector to bring jobs and hope to our hardest-pressed neighborhoods. We are working with leaders of American business to help mobilize other businesses to hire people off welfare. My balanced budget plan would give businesses tax incentives to hire people and would give job placement firms a bonus for every person they place from welfare into a job.

States can do more, too. I have called upon every state to use the power that has now been given to them under the new welfare law, to turn welfare checks into private sector paychecks. And the national government must do its part and set an example. Our national government is now the smallest it has been in three decades -- but it is still the nation's largest employer. We must do our

MORE

part. So today I am committing a national government action plan to hire people off welfare.

I am formally directing the heads of each agency and department of our federal government to do everything they can to hire people off the welfare rolls into available jobs in government, consistent with the laws already on the books for hiring federal workers. Because this effort is so important, I am asking Vice President Gore, who has led our reinventing government effort and done so much to make our government work better as it costs less, to oversee this endeavor.

I want these agencies to use the Worker-Trainee program, which the government already has in place, to train workers quickly and move them into entry-level jobs. Then if the people do well for three years, they can join the civil service. And I am asking every member of my Cabinet to prepare a detailed plan for hiring welfare recipients -- what jobs they will fill, how they will recruit welfare recipients, how they will make sure these people have the chance to work hard, perform well and, thereby, deserve to keep their jobs. The members of the Cabinet will present these plans to me in one month at a special Cabinet meeting.

The job of moving people from welfare to work as the law requires will not be easy. But we must help them as they help themselves. And we need to help all low income government workers. We need to make sure they take advantage of the Earned Income Tax Credit, the tax cut that already has helped 15 million of our hardest pressed working families. We should give these workers help with transportation to work, and we must help them to find affordable child care.

Government can help to move people from welfare to work by acting the way we want all employers to act -- demanding high performance from workers, but going the extra mile to offer opportunity to those who have been on welfare and want to do something more with their lives. If we all do that we can, we can move into the 21st century strong, united and with the America Dream alive for all our people.

Thanks for listening

END

10:12 A.M. EST

WR - Fed. Govt.

The President's Radio Address March 8, 1997

Announcement

Today, President Clinton will direct 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 will highlight the existing Worker-Trainee Program and call for agencies to expand the use of this program. The President will also call for agencies to prepare individualized plans for hiring welfare recipients. Finally, the President will ask agencies to explore and report on ways to help low-income employees gain access to the Earned-Income Tax Credit (EITC), transportation subsidies, and affordable child care.

Background

Since the President signed the historic welfare reform law, he 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.

By taking this action, the President ensures that the federal government, as the nation's largest employer, contributes to the greatest extent possible to this national effort.

Critical Welfare Reform Accomplishments

The following statistics highlight Clinton Administration accomplishments on welfare reform. We are making great progress, but there is more to do.

- Already, the welfare rolls have dropped by almost 18 percent from the March 1994 peak. As of November 1996, there are 2,500,000 *fewer* people on welfare than the day the President took his first oath of office -- the biggest drop in history -- and the rolls continued to drop.
- The poverty rate is down, decreasing by 2.9 million people between 1993 and 1995 after four straight years of increases.
- Over the past four years, the Administration has toughened child support enforcement, increasing collections by 50 percent. That's an increase of about \$4 billion from \$8 billion to \$12 billion.
- The teen **birth** rate declined four years in a row by a total of eight percent between 1991-1995.

Q&A
The Federal Government Plan to Hire Welfare Recipients

Question: Does the President have specific hiring figures in mind?

Answer: No. The directive asks agency and department heads to each prepare an individualized plan for hiring welfare recipients that will include a survey of where jobs exist within the agency. Until these surveys are conducted, there is not a sufficient basis for hiring at target numbers. After conducting their surveys, some agencies may set target numbers as motivating devices. Others may decide that numbers, at this early stage of the process, are essentially arbitrary. That is for each agency to determine.

Question: How much will this effort cost?

Answer: We don't expect it to 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 make this a priority within their existing budgets.

Question: Are we talking about jobs in Washington, D.C.?

Answer: We're talking about jobs all over the country. More than 85 percent of federal jobs are located outside the Washington metropolitan area.

Question: Will the White House directly hire welfare recipients?

Answer: Absolutely. Jodie Torkelson, who handles management and administration for the White House, is working hard to put together a program at the White House. In fact, her staff is looking at Marriott's hiring program for welfare recipients and the job placement and support organization America Works, as well as others, as possible models for a White House hiring plan.

Question: How many welfare recipients will the White House hire?

Answer: Just as the Federal agencies need to survey hiring capacity and types of jobs available, so does the White House. But the office of Administration of the Executive Office of the President is putting a program together and will report to the President, just as will other departments and agencies.

Question: What is the date of the Cabinet meeting?

Answer: The President will hold the cabinet meeting, as stated in the directive,

approximately 30 days from the date of this directive.

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 authority that allows 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: Is this the final step?

Answer: No. This is a first step -- though a significant one. Agencies will begin working right away to identify available jobs, reach 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: You and others in the Administration have mentioned several times that there were many hurdles to enacting a hiring program? What were those hurdles and how did you overcome them?

Answer: The Federal hiring process is full of complex rules and regulations. We sat down and looked at all of these rules to find the best way through them. We discovered an existing track of hiring authority -- The Worker-Trainee Program -- that would allow agencies to hire entry-level people quickly and easily, without all the usual hurdles. This program has fallen into disuse. It is now our job to make sure every agency and department head becomes aware of the hiring options available.

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

Answer: In just this last fiscal year, the Federal government hired about 58,000 employees. Many of these were for lower level jobs. (A total of 27,000 federal employees have income below \$16,500 and 87,900 have income below \$24,500.) Recently, only a few of these positions have been filled through the Worker-Trainee Program -- in FY 1996, only 120. But in June 1969, one year after the Worker-

Trainee program became operational, 7,000 placements were made across the country during a time of tight budgets and personnel ceilings. So this program can make a difference.

Question: Did you decide not to create a new hiring track because of pressure from the Veterans' groups and unions?

Answer: No. We decided not to create a new hiring track because it wasn't needed. A program already existed, which, if revitalized, would do the job. Creating a new program would only add unnecessary complication.

The Federal Government's Plan To Hire and Retain Welfare Recipients

The President's directive asks every agency and department in the Federal government to use all available hiring authorities -- and in particular, to expand use of the Worker-Trainee Program -- to hire people off the welfare rolls into available jobs in the Government. To accomplish this, the President directs each federal agency to present to him in 30 days a plan for hiring and retaining welfare recipients in Federal government positions.

The President's directive highlights and calls for expanded use of the Worker-Trainee Program. This program offers a quick and easy way of hiring entry-level people into the Federal workforce and bypassing complex Federal personnel hiring rules and procedures. Provisions of the program include the following:

- May hire individuals at grades GS-1, WG-1, WG-2, or the equivalent
- May promote to grades GS-3, WG-4, or the equivalent
- Initial appointment is a term like appointment
- After three years, may convert to career status

In recognition of the different characteristics of each agency's workforce, the President also instructed each head of the departments and agencies to prepare a detailed plan for hiring welfare recipients. This plan should include these components.

- A. Each agency should survey and report on its hiring capacity. The report should include an assessment of the positions in the agency that could most easily be filled by welfare recipients.
- B. Each agency should submit a plan describing in detail how the agency would recruit and hire qualified welfare recipients, including how the agency would reach out to welfare offices, state and private employment offices, nonprofit organizations, and others that regularly work with welfare recipients. This plan is to build upon the government's existing nationwide employment information systems which include the latest worldwide job openings, full job descriptions and skills requirements, access to application materials and on-line application, and information on a wide variety of Federal employment related topics and programs. The information systems use a combination of direct mail, satellite broadcasts, television, and technology services including the INTERNET. The plan should also use Federal Executive Boards (FEBs) and the Federal Executive Associations (FEAs) which are regional and state boards made up of the Federal agencies with offices in the particular areas.
- C. Each agency should submit a plan describing in detail how the agency will

assist welfare recipients to perform well enough to keep their jobs. For example, the agency could recommend on-the-job training and mentoring programs for some workers.

D. Finally, each agency should submit the manner in which the agency will report on a monthly basis its progress in implementing the above plans and consequent hiring.

The heads of departments and agencies will report to the President on their plans at a special cabinet meeting and will report monthly on implementation and progress. The Vice President will oversee the entire effort, assisting agencies in carrying out their commitments.

Making Work Pay For Low-Income Federal Employees

The President's directive asks appropriate agencies to take three steps that will help bring welfare recipients into the Federal workforce while assisting all other low-income federal employees.

Notifying Those Eligible About The EITC

The President directs each agency head to notify all employees eligible for the Earned-Income Tax Credit (EITC) of both their eligibility and their ability to receive EITC monies each month in their paychecks.

The EITC is available to low-income individuals with incomes up to \$25,760 who have at least one child living with them in a home in the United States. The credit is based on a percentage of the employee's earned income. An eligible employee can claim the credit on the individual income tax return at the end of the year or the employee may receive advance payments with her pay. Payment of the advance EITC is limited to 60 percent of what an eligible employee would receive if she has only one qualifying child. For 1997, the maximum amount that may be advanced is \$1,326.

While agencies are currently encouraged to notify eligible employees about the EITC and the payment options, not all agencies do so. By directing each agency to notify its eligible employees about the EITC, the Federal government will ensure that its low-income employees receive the EITC in the manner that best enables them to cover costs such as child care, transportation, and housing, without which an employee may not be able to enter or remain in the labor market.

Encouraging Agency Use of the Federal Fare Subsidy Program

The President directs the General Services Administration (GSA) to issue guidelines that address whether agencies may offer fare subsidies based on the employee's income.

The Federal Fare Subsidy Program is one of several programs Federal agencies have the option to offer employees as part of the 1993 Federal Employees Clean Air Incentives Act. As of 1994 (the most current data available), ten agencies offered direct fare subsidies to over 30,000 employees for public transportation. The maximum allowable subsidy under the law is \$60 a month, though an agency can choose any subsidy level up to that.

Offering fare subsidies based on an employee's income would reduce the agency's cost of engaging in this program, thereby enabling more agencies to participate while helping low-income workers with the cost of transportation to and from work. But there are difficult legal and policy questions associated with a change, and the President has directed the GSA to address these questions and return with appropriate recommendations.

Finding Affordable Child Care

The President directs the GSA, after consultation with all federal agencies, to report on plans to assist low-income federal workers in finding affordable child care.

The Federal government currently offers agencies two ways to offer all employees access to child care: the authority to contract with private child care service providers to run on-site child care centers of which there are currently over 200, and the option to contract with local child care resource and referral agencies that will connect Federal employees to accessible and affordable child care. The Department of Defense also runs its own child care centers and offers child care subsidies to its employees (an option not available to other Federal agencies) as allowed under the Military Child Care Act of 1989.

By issuing this directive, the President wants to encourage the agencies to review all of their child care options and report on ways each agency can best use and expand upon existing services to help low-income Federal employees access affordable and convenient child care.

WHITE HOUSE STAFFING MEMORANDUM

8:45 a.m.
3/8/97

DATE: 3/7/97

ACTION/CONCURRENCE/COMMENT DUE BY: 3/8/97

SUBJECT: Radio Address

	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 checked="" 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 checked="" 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"/>	STREETT	<input type="checkbox"/>	<input type="checkbox"/>
HALE	<input type="checkbox"/>	<input type="checkbox"/>	SPERLING	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HERMAN	<input type="checkbox"/>	<input type="checkbox"/>	HAWLEY	<input type="checkbox"/>	<input type="checkbox"/>
HIGGINS	<input 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>E. Kagan</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BERGER	<input type="checkbox"/>	<input type="checkbox"/>	<u>E. Kamarck</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LINDSEY	<input type="checkbox"/>	<input type="checkbox"/>	<u>Waldman</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
			<u>Jodie Torkelson</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Comments to Michael Waldman.

RESPONSE:

Draft 3/7/97 7pm

**PRESIDENT WILLIAM J. CLINTON
RADIO ADDRESS ON WELFARE**

March 8, 1997

'97 MAR 7 PM 6:58

Good morning. This week we learned that America's economy continues to grow, steady and strong, creating almost 600,000 new jobs in the first two months of this year alone. We can make this time one of enormous promise for our nation -- if we make sure that all Americans who are willing to work for it have the chance to reap the rewards of this prosperity. This morning, I want to talk to you about what we can do to lift the permanent underclass into a thriving and growing middle class. And I want to announce new steps the national government will take to move people from welfare to work.

For decades, a broken welfare system trapped generation after generation in dependency. Millions of people were cut-off from the world of work that gives discipline and purpose to the rest of our lives. Four years ago, when I became president, I pledged to end welfare as we know it.

We worked with states to launch welfare reform experiments to require work. We cracked down on child support enforcement, increasing child support payments by 50%. We required teen mothers to stay in school and stay at home if they wanted to receive welfare. This week, we learned that we have moved 2.6 million people off the welfare rolls.

Last summer, we took the most dramatic step of all, when I signed landmark welfare reform legislation. It imposed time limits, required work, and extends child care and health care to people so they can move from welfare to work. The new law ended the old welfare system. We said to those on welfare: responsibility is not an option ... it must be a way of life.

Now, all of us have a responsibility to make welfare reform work. All of us have a moral obligation to make sure that those who must work, can work -- that those who are moving off welfare will have jobs to go to. We must move at least 2 million more people off the welfare rolls in the next four years. And we must frankly recognize that many of these people will be harder to reach, and will need more help, than those who moved off the rolls in the past four years.

Government cannot do this alone. This cause must engage the energy and commitment of everyone in our society -- businesses, houses of worship, labor unions, universities, civic organizations, as well as government at every level.

Above all, we must harness the energy and power of the private sector to bring jobs and hope to our hardest-pressed neighborhoods. Welfare reform will only work if business hires those who are ready to work. Over the past months, as I have traveled around the country, I have met with business executives and urged them to do what they can to hire people off welfare. I am very pleased that Sprint, Monsanto, United Airlines, UPS, and Burger King have agreed to

spearhead an effort among businesses to hire people off welfare.

Government must help business to hire these people. My balanced budget plan would give businesses tax incentives to hire people off welfare ... and it would give job placement firms a bonus for every person they place in a job. State governments can do more, too. I have called on every state to use the power that has now been given to them under the new welfare law, to turn welfare checks into private sector paychecks.

And there is something else government can do, as well. The national government is the smallest it has been in three decades -- but it is still the nation's largest employer. We must do our part and set an example. So today, I am committing the national government to act, to hire people off of welfare.

I am formally directing the heads of each agency and department of the federal government to do everything they can to hire people off the welfare rolls into available jobs in government. Because it is so important, I am asking Vice President Gore to oversee this effort.

I want these agencies to use the Worker-Trainee program, which the government already has in place, to quickly train workers and move them into entry-level jobs. If they do well for three years, then they can join the civil service.

And I am asking the members of my cabinet to prepare a detailed plan for hiring welfare recipients -- what jobs they will fill, how they will recruit welfare recipients, and how they will make sure that these welfare recipients work hard, perform well, and deserve to keep their jobs. They will present these plans to me in one month at a special cabinet meeting.

We need to help those who move off welfare -- and all low income people -- who are working for the government. We need to make sure that they take advantage of the Earned Income Tax Credit, the tax cut that has helped 15 million of our hardest pressed working families. We should give these workers help with transportation to work, and we must help them find affordable child care.

Let us recognize: The job of moving millions from welfare to work won't be easy. Many of these individuals have never worked a steady job before; they face problems of poverty and broken families that hold them back. We need to help them as they help themselves.

Leadership is example. Government can help move people from welfare to work, by acting the way we want all employers to act -- demanding high performance from workers, but going the extra mile to offer opportunity to those who have been on welfare.

If we all work together, we can make welfare reform work. Every one of us has a moral duty to do what we can. If we do, we can move into the 21st Century strong, united and with the American Dream alive for all our people. Thank you for listening.