

MANPOWER  
DEMONSTRATION  
RESEARCH  
CORPORATION

MDRC

Three Park Avenue  
New York, NY 10016-5936  
Tel: (212) 532-3200 Fax: (212) 684-0832  
Regional Office:  
88 Kearny Street, Suite 1650  
San Francisco, CA 94108  
Tel: (415) 781-3800 Fax: (415) 781-3820

Board of Directors:

Richard P. Nathan, *Chairman*  
Paul H. O'Neill, *Treasurer*  
Eli Ginzberg, *Chairman Emeritus*  
Rebecca M. Blank  
Antonia Hernandez  
Alan Kistler  
Richard J. Murnane  
Rudolph G. Penner  
Franklin D. Raines  
Robert Solow  
Gilbert Steiner  
Mitchell Sviridoff  
William Julius Wilson  
William S. Woodside  
Judith M. Gueron, *President*

March 17, 1994

Mr. Bruce Reed  
Deputy Assistant for Domestic Policy  
The White House  
Old Executive Office Building, Room 216  
Washington, DC 20500

Dear Bruce:

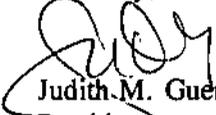
I am pleased to share with you the enclosed study, *Improving the Productivity of JOBS Programs*, by Professor Eugene Bardach of the Graduate School of Public Policy, University of California at Berkeley. It is the latest in MDRC's Papers for Practitioners series, which is intended to supplement quantitative research results from large-scale evaluations and demonstrations with discussions of practical management and operational issues. The study was produced with the support of the funders of MDRC's Multi-State Technical Assistance Collaborative.

The Job Opportunities and Basic Skills Training (JOBS) Program, established by the Family Support Act of 1988, provides a valuable opportunity for exploring issues of program productivity. When this study was launched, new efforts to help welfare recipients find work that would improve their families' economic circumstances and reduce welfare costs were just beginning. We asked Professor Bardach to bring his considerable experience studying policy and program implementation to the challenges of making JOBS work. At the current time, with new welfare reform proposals emerging at the state and federal levels, including proposals to place time limits on welfare receipt, the success of JOBS becomes even more pressing.

In this paper, Professor Bardach looks at how JOBS managers create high expectations for line staff and welfare recipients, and how they extend this idea to other organizations. In doing so, it seeks to bring information from the field about the state of the art in JOBS implementation into the mainstream, and thereby contribute to the continuing efforts of practitioners and policymakers to effectively restructure the welfare system and provide opportunities for welfare recipients to better their lives.

I hope you find the paper interesting and useful, and welcome your comments and reactions.

Sincerely,

  
Judith M. Gueron  
President

JMG/jg  
Enclosure

---

## **Clinton Presidential Records Digital Records Marker**

---

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

---

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

---

# Improving the Productivity of JOBS Programs

DECEMBER 1993

MDRC