

WR -
Federal
Hires

'Welfare-to-Work' Success

U.S. Agencies, Workers Exceed Hiring, Turnover Expectations

By STEPHEN BARR
Washington Post Staff Writer

Vice President Gore will announce today that federal agencies have hired 14,028 welfare recipients through a "welfare-to-work" initiative, exceeding the program's goal.

And the welfare hires have been almost twice as likely to stay in government jobs than other federal employees, according to a progress report that Gore will present to President Clinton.

Sixty-nine percent of the government's welfare recruits were still working in their federal jobs after one year of employment, while only 37 percent of non-welfare hires in similar jobs at similar pay remained in government employment, the report says.

In the report, provided by administration officials who asked not to be identified, Gore writes that welfare hiring programs "not only help meet labor needs but decrease costly employee turnover. Clearly, employer investments in their work force pay off for both employers and employees."

The notion of recruiting welfare recipients for the civil service encountered substantial skepticism two years ago when Clinton announced the initiative, which he hoped would serve as a model for the nation's effort to move welfare recipients into the work force.

Clinton and Gore pledged then that the federal government would do its fair share by hiring 10,000 welfare recipients by 2000. The announcement came after a round of budget and staff cuts that had helped reduce the number of clerical and other entry-level jobs at federal agencies.

Some personnel officials privately expressed doubt about the caliber of welfare hires, saying many agencies needed to hire employees with skills that required some college or technical training.

The government met its 10,000 target in April and has exceeded it since then. Administration officials said Gore repeatedly pushed Cabinet and major agency heads to pay attention to the welfare initiative. "He keeps the pressure on," one offi-



FILE PHOTO BY JIM LANE—ASSOCIATED PRESS

Vice President Gore will announce today that federal agencies have hired 14,028 welfare recipients, surpassing the goal of 10,000.

cial said.

Gore, who touts his policy credentials on the presidential campaign trail, will issue his report at a White House event today. Gore, who held a similar event last year, will be joined by former welfare recipients who are pursuing federal careers.

According to Gore's report, many of the government's welfare hires hold jobs paying less than \$23,000 a year, including such positions as clerk, food service worker, census enumerator and auto and truck driver.

Welfare recipients have been hired to work in virtually every corner of the bureaucracy, with four out of five employed at federal facilities outside the Washington area. Areas of employment range from the Defense Department, which hired 2,634 welfare recipients, to the White House, which hired eight.

Other departments with large numbers of hires include Treasury, with 1,870; Veterans Affairs, 1,380; and Commerce, 4,953. Many of the Commerce hires are for temporary positions needed because of the 2000 census. Gore's report suggests the Census Bureau could eventually employ at least 10,000 welfare recipients as enumerators, crew chiefs and clerks for the population tally.

The report, based on Office of Personnel Management research, also shows that the government has put considerable muscle into providing professional support to the welfare hires.

For example, the Department of Housing and Urban Development developed training programs on more than 30 topics, such as proof-reading, telephone techniques, public speaking and computer skills. The Navy's Human Resources Service Center designed a 300-hour computer training program for welfare hires, and the Food and Drug Administration followed up basic orientation with an eight-day "workplace survival" course, the report said.

The National Institutes of Health has helped prepare welfare recipients to take the government's standard exam for clerical jobs through a preparatory class developed with Montgomery County and Montgomery College officials. The report said that 58 percent of class enrollees passed the test, compared with the average pass rate of 26 percent. Eight students accepted permanent jobs with the federal government and 25 others went to work for local government agencies and private companies, the report said.

A number of federal agencies have provided their former welfare recipients with transportation and child care subsidies, scholarships and flexible work schedules. Some agencies also have set up development programs so that welfare hires can move into mid-level positions with better pay.

The government's ability to retain 69 percent of its welfare hires after a year of employment "is pretty impressive," said Gordon Berlin, senior vice president at the Manpower Demonstration Research Corp., a nonpartisan social policy research organization.

Federal jobs offer health care and other benefits and pay more than the \$8,000 to \$10,000 salaries of many private-sector jobs available to people on welfare, Berlin said. The job training opportunities offered by federal agencies signal that "they did a lot of prep work" aimed at providing support for their welfare hires, he said.

First Lady Opens Up About Husband's Trials

By HOWARD KURTZ
Washington Post Staff Writer

Hillary Rodham Clinton says her husband's sexual behavior may stem from a troubled childhood and that she is trying to help him with his "weakness."

"I thought this was resolved 10 years ago," she said. "I thought he had conquered it."

The first lady's comments, in the debut issue of *Talk* magazine out today, mark the first time she has substantively addressed President Clinton's relationship with Monica Lewinsky since her husband acknowledged the sexual affair that led to his impeachment. The first lady once blamed the accusations on a "vast right-wing conspiracy." She is dealing with the issue more directly as she gears up to run for a Senate seat in New York.

Clinton's remarks make clear that she has forgiven her husband and adopted an elaborate rationale for how he could betray her with a White House intern half his age. She never blames him for the affair or for deceiving her and the country. Instead, she says the president concealed the Lewinsky affair to shield her.

"He couldn't protect me, so he lied," she said. "You know in Christian theology there are sins of weakness and sins of malice, and this was a sin of weakness." Despite everything, she said, "we have love."

Clinton noted that the infidelity occurred after the deaths of his mother, her father and their long-time friend Vince Foster. But she also traces her husband's problems to his fatherless upbringing in Arkansas.

"He was so young, barely four, when he was scarred by abuse that he can't even take it out and look at

it," she said. "There was terrible conflict between his mother and grandmother. A psychologist once told me that for a boy, being in the middle of a conflict between two women is the worst possible situation. There is always the desire to please each one."

Reaching for a biblical reference, Clinton recalled that "Peter betrayed three times and Jesus knew it but loved him anyway. Life is not a linear progression. It has many paths and challenges. And we need to help one another."

Journalist Lucinda Franks, who conducted the interviews, said yesterday that it took her five months to persuade Clinton to open up, arguing that it would be to her advantage to defuse the issue in New York politics.

"What most surprised me was that she was able to view his sexual transgressions—and she admitted they continued off and on for many years—as something that did not represent the whole of their marriage," Franks said.

Marsha Berry, Clinton's spokeswoman, said the first lady had discussed her marriage with Franks because "this is someone she knew and felt comfortable with." Berry called the article "positive" but would not say whether New York politics played a role in Clinton's decision.

Despite the year-long national ordeal triggered by the president's lying, the first lady continues to blame his critics for conduct that she called "harmful to the country." She said that unspecified people "are jealous of him. . . . People are mean. I think it's a real disservice, the way we sort of strip away everybody's sense of dignity, of privacy. . . ."

"Is he ashamed? Yes. Is he sorry? Yes. But does this negate every-



FILE PHOTO BY MARK WILSON—REUTERS

In *Talk* magazine, Hillary Clinton says she doesn't blame her husband for his affair with Monica Lewinsky.

thing he has done as a husband, a father, a president?"

Clinton continued: "Can you imagine what it took for him to go on after losing everything, to still get up each morning and do your job? . . . What is so amazing is that Bill has not been defeated by this. There has been enormous pain, enormous anger, but I have been with him half my life and he is a very, very good man. We just have a deep connection that transcends whatever happens."

Clinton portrays it as an accomplishment when her husband does not stray from their marriage. Referring to the period after his sexual relationship with Gennifer Flowers, the first lady said, "We did have a very good stretch. Years and years of nothing."

More than once, Clinton suggested that her troubled marriage is hardly unique. "You know people have a lot of daily problems in relationships," she said. "Everybody has some dysfunction in their families. They have to deal with it. You don't just walk away if you love someone—you help the person." Her husband, she said, has "been working on himself very hard in the last year."

The Washington Post

MONDAY, AUGUST 2, 1999

*UP - Federal
Hiring Initiative*

**THE WHITE HOUSE
Office Of The Vice President**

FOR IMMEDIATE RELEASE
WEDNESDAY, October 8, 1997

CONTACT: 202-456-7035

**NEARLY 2,000 FORMER WELFARE RECIPIENTS HIRED BY GOVERNMENT
Vice President Says Well On Way To Meeting Goal After First Six Months Of Initiative**

WASHINGTON -- Vice President Al Gore today (10/8) announced that the federal government has hired nearly 2,000 welfare recipients, achieving in six months nearly 20 percent of the President's goal of hiring 10,000 people by the year 2000. The Vice President is heading the effort to ensure that the federal government -- as the nation's largest employer -- does its fair share to help those on welfare go to work.

"In less than six months, the federal government has moved nearly 2,000 welfare recipients off the welfare rolls, and into productive jobs in our government," the Vice President said. "That means that nearly 2,000 Americans have been given a new chance at success.

"The federal government is leading the way in giving welfare recipients the chance to rebuild their lives. And all across this nation, those welfare recipients are responding. In the process, we also are setting a powerful example for the private sector," the Vice President said.

Earlier today, the President released another piece of evidence showing that welfare reform is working, announcing that welfare caseloads have declined another 250,000, bringing the total reduction to more than 3.6 million since he became President, a drop of 26 percent.

In April, the President asked the Vice President to head the federal welfare to work effort. The Vice President also heads the Welfare to Work Coalition to Sustain Success -- a partnership of civic and religious groups dedicated to getting people off welfare and into jobs and on the road to success.

Federal agencies since have hired 1,901 welfare recipients at locations all around the country. New hires reported through September 22 show several agencies -- including the Department of Health and Human Services, the Department of Labor, the Department of Veterans Affairs, the General Services Administration, the Office of Personnel Management, the Social Security Administration, and the U.S. Information Agency -- have hired more than 30 percent of their goal to date. The Executive Office of the President has attained 100 percent of its goal, hiring six workers from the welfare rolls.

The federal hiring initiative is a key part of an Administration-wide effort to create jobs to move people from welfare to work. These efforts include fighting for and winning an

additional \$3 billion for welfare to work in the Balanced Budget Act, mobilizing the business community to hire welfare recipients, and working with civic, religious and non-profit groups to mentor families leaving welfare for work.

The President and the Vice President have made welfare reform a top priority of this Administration. During his first four years in office, the President granted federal waivers to 43 States to require work, time-limit assistance, make work pay, improve child support enforcement, and encourage parental responsibility. In August 1996, the President signed into law the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), a comprehensive bipartisan welfare reform bill that establishes the Temporary Assistance for Needy Families (TANF) program.

The Vice President was joined at today's event by Health and Human Services Secretary Donna Shalala, Agriculture Secretary Dan Glickman, United States Information Agency Director Joseph Duffy, Social Security Administrator Ken Apfel, Small Business Administrator Aida Alvarez, General Services Administrator Dave Barram, and former welfare recipient Ms. Darlett Salley.

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Welfare-to-Work
Commitments and Hires through September 22, 1997
 as Reported by the U.S. Office of Personnel Management

Agency	Total Commitment Thru 2000	1997 Hires Reported Thru September 22	% of Total Year 2000 Commitment Hired since 3/8/97
Commodity Futures Trading Commission	--	1	--
Department of Agriculture	375	99	26%
Department of Commerce	4180	65	2%
Department of Defense	1600	339	21%
Department of Education	21	4	19%
Department of Energy	55	11	20%
Department of Health & Human Services	300	110	37%
Department of Housing & Urban Dev.	200	23	12%
Department of the Interior	325	35	11%
Department of Justice	450	53	12%
Department of Labor	120	53	44%
Department of State	220	9	4%
Department of Transportation	400	84	21%
Department of the Treasury	405	50	12%
Department of Veterans Affairs	800	604	75%
Environmental Protection Agency	120	16	13%
Equal Employment Opportunity Commission	--	4	--
Executive Office of the President	6	6	100%
Federal Emergency Management Agency	125	27	22%
General Services Administration	121	38	31%
National Aeronautics & Space Adm.	40	1	3%
National Credit Union Administration	--	4	--
Office of Personnel Management	25	30	120%
Securities & Exchange Commission	10	--	0%
Small Business Administration	120	31	26%
Social Security Administration	600	188	31%
U.S. Information Agency	20	15	75%
U.S. Nuclear Regulatory Commission	--	1	--
TOTAL	10638	1901	

Report prepared: 10/6/97 p.m.

**WELFARE CASELOADS HAVE DECLINED MORE THAN 3 ½ MILLION
UNDER PRESIDENT CLINTON**

October 8, 1997

President Clinton announced today that welfare caseloads have declined another 250,000, bringing the total reduction to more than 3.6 million since he became President, a drop of 26 percent. In the 10 months from August 1996 when he signed welfare reform into law through June 1997 (the numbers released today), welfare rolls have declined by 1.7 million to just under 10.5 million. For the first time since 1969, less than 4 percent of the U.S. population is on welfare. A total of 49 out of 50 states have lowered their welfare rolls — 14 states by 40 percent or more.

Later today, Vice President Gore will announce that the federal government has made tremendous progress in fulfilling its commitment to hire 10,000 welfare recipients by the year 2000, doing its fair share to lower the welfare rolls.

The new caseload numbers underscore the success of the welfare reform law as it begins its second year. This 3.6 million caseload decline is the largest in history. Today, welfare caseloads, which fell by a record 1.9 million in the President's first three-and-a-half years in office, are on course to have dropped by 2 million more in the one year after signing the law.

President Clinton has made welfare reform a top priority of his Administration. During his first four years in office, the President granted federal waivers to 43 States to require work, time-limit assistance, make work pay, improve child support enforcement, and encourage parental responsibility. In August 1996, President Clinton signed into law the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), a comprehensive bipartisan welfare reform bill that establishes the Temporary Assistance for Needy Families (TANF) program. Since signing the bill into law, the President has focused on efforts to create jobs to move people from welfare to work, which include fighting for and winning an additional \$3 billion for welfare to work in the Balanced Budget Act, mobilizing the business community to hire welfare recipients, working with civic, religious and non-profit groups to mentor families leaving welfare for work, and hiring our fair share of welfare recipients in the federal government.

New Hires and New Roles

WR - Federal Hiring

By Mike Causey
Washington Post Staff Writer

Approximately 7,000 of the 10,000 people President Clinton has ordered federal agencies to hire from the welfare rolls will be assigned to temporary jobs in the Census Bureau or with the Department of Defense. The remainder will be scattered among other federal agencies that last year hired more than 100,000 temporary employees. But these employees, some of whom will get a chance to stay on the payroll as career civil servants, may require some special attention.

Supervisors or other employees designated to watch over the new employees may be asked to take on some nontraditional tasks. In addition to advising workers on office procedures, policies and work flow, they probably will have to help employees with details such as arranging for day care, transportation and appropriate business dress.

Most of the approximately 4,000 special Census Bureau hires will go into temporary jobs starting at \$13,000 to \$15,000 a year. They will help take the 2000 Census. In addition to letting the country know how many people it has, the census is politically and economically important. It helps shape or reshape congressional districts and determine how many representatives each state has in Congress. Some population watchers believe that as a result of the census data, states such as Pennsylvania and New York could lose seats in Congress, while Sun Belt states such as Georgia and Arizona could each pick up two new seats.

In addition to providing the national head count, the census is important politically and economically. It can determine how much and where program money is allocated. Some congressional Republicans are concerned that a plan to use "sampling" techniques rather than actual head counts in many transient, urban areas could be

manipulated for political purposes.

Defense, meanwhile, is looking for places where people hired off the welfare rolls can be placed without putting them in low-level jobs reserved for military veterans. It may require contractors to take on some of the employees.

Agencies that agree to take—or are assigned quotas of—welfare hires have been instructed not to let the program interfere with regular training and promotion paths for career employees. But officials say that some supervisors may have to spend part of their time mentoring the new hires in a variety of non-work-related activities. Officials expect that some of the hires will not have a work history and will come from households where no one has held a regular job. Some of them will not be able to work unless they get low-cost (or free) day care, and many will need transportation subsidies to get to work.

Maryland Retirees

The National Association of Retired Federal Employees Maryland Federation of Chapters winds up its convention in Ocean City, Md., this week. Speakers at the working session have included top federal brass, Maryland members of Congress and key state officials. NARFE is a major national lobby. But it is also a political powerhouse at the local level, especially in states such as Virginia, Maryland, Florida and California.

Gallows Humor

Humor is a great way to relieve tension and stress. But brass at the Federal Emergency Management Agency are discouraging any disaster-related puns or gallows humor for a couple of reasons: First, FEMA just finished up National Arson Awareness Week. Second, they've heard that some budget-stunned employees of the Weather Service's National Hurricane Center in Miami were trading "What-can-happen-next?" quips Monday, just minutes before a freak tornado roared through the city.

Wednesday, May 14, 1997

The Washington Post

WEDNESDAY, MAY 14, 1997

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WELFARE TO WORK: FEDERAL GOVERNMENT COMMITMENTS BY AGENCY

April 10, 1997

Agency	Total Number of Federal Hires (FY97-00)	Total Federal Civilian Employment	Federal Hires as Percent of Total Federal Employees
USDA	450	96,741	0.47%
Commerce	4,180	34,228	12.21%
Defense	1,605	769,784	0.21%
Education	21	4,496	0.47%
Energy	55	17,494	0.31%
EOP	6	1,513	0.40%
EPA	120	17,157	0.70%
FEMA	125	5,044	2.48%
GSA	121	14,435	0.84%
HHS	300	58,427	0.51%
HUD	200	11,242	1.78%
Interior	325	64,840	0.50%
Justice	450	111,535	0.40%
Labor	120	15,116	0.79%
NASA	40	20,440	0.20%
OPM	25	3,344	0.75%
SBA	120	4,513	2.66%
SSA	600	66,177	0.91%
State	220	23,982	0.92%
Transportation	206	62,642	0.33%
Treasury	405	151,176	0.27%
VA	800	244,857	0.33%
TOTAL	10,494	1,799,183	0.58%

INITIAL FEDERAL COMMITMENTS BY FISCAL YEAR

FY97	FY98	FY99	FY00
1,962	6,274	1,301	810

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.

**DEPARTMENT OF COMMERCE
PLAN FOR THE EMPLOYMENT OF WELFARE RECIPIENTS**

As the Secretary of Commerce, I have expressed my personal commitment to the hiring of welfare recipients within the Department, and by memorandum dated April 2, 1997, I have asked the heads of our operating units for their commitment as well to help ensure that the intent of the President's directive is carried out within their organizations throughout the United States.

Our Plan recognizes that many welfare recipients may have minimal skills, but some may qualify for higher level work. The goal for placements during the first year is 180. This includes initial hiring for the Year 2000 Decennial Census, which presents a significant potential opportunity to hire welfare recipients. In 1998 we will conduct a dress rehearsal for the Decennial Census and will hire welfare recipients on an experimental basis. We could hire as many as 4,000 welfare recipients to work on this project and related efforts in Fiscal Years 1998 and 1999. Depending on our experience in the dress rehearsal, we could then hire a very significant number of welfare recipients in the Year 2000. Although the jobs will phase out upon completion of the Census, they provide an excellent avenue for welfare recipients to gain work experience.

Our outreach efforts to locate potential employees involve widespread advertising of job opportunities and direct contact with state and local welfare and social service organizations, including those serving veterans and disabled persons. We are also notifying contractors who provide services to the Department of our interest in hiring welfare recipients and encouraging them to do the same. Further, we are continuing to host participants of programs receiving Department or other Federal grants which fund programs to provide individuals with job experience and help them develop qualifications for permanent employment.

While the emphasis of our Plan is on adults, it also encompasses high school age youth to expose them to the workplace and help low-income families improve their financial condition. We plan to expand successful programs already in place in the Department, such as "The Government Connection." This is a model program conducted in partnership with a Maryland high school. The students, a number of whom are from low-income families and some of whom are teen-age parents, may work full-time during the summer and part-time during the school year. The program features an on-site work-study coordinator, who is an employee of the school and a certified classroom teacher. This arrangement enables students to take certain regular high school classes at their Commerce Department work location.

To help ensure the retention of individuals hired through our Plan, managers, supervisors, and human resources specialists will work together to identify training needs and other concerns of new employees. This may include formal, on-the-job training, mentoring, and/or coaching. In addition, our Employee Assistance Programs are available to provide counseling for both employees and family members. We also recognize that transportation and child care may be significant concerns for some new employees. We are seeking to help resolve these concerns by the use of transportation subsidies where funds are available and by exploring the possibility of either increasing facilities for child care or obtaining subsidies from state or local governments to help meet employee expenses for child care.

Department of Housing and Urban Development

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.

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.

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.

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.

Department of Veterans Affairs

Welfare to Work Plan Executive Summary

In response to President Clinton's call for Federal agencies to identify employment opportunities for persons on welfare, 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. These opportunities are in primarily entry-level clerical, blue collar, and technical positions. We also anticipate approximately four hundred (400) potential employment opportunities for Fiscal Year 98, and we will continue to play a major role in this critical initiative in Fiscal Years 1999 and 2000.

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:

- Establishes local Welfare to Work Program Coordinators.
- Provides guidance on recruitment, networking, employee development, and employee assistance, including child care and transit support.
- Permits VA facilities to restructure positions and to use a wide variety of appointing authorities.
- Promotes the recruitment of graduates of the CWT and VR&C Programs.
- Promotes the hiring of welfare recipients by VA contractors and grantees.
- Encourages VA facilities to host state welfare recipients in training and work experience programs.

Secretary of Veterans Affairs Jesse Brown will:

- Send a message 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.



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.

Child Care Plan to Support Federal Welfare to Work Initiative

The General Services Administration will use a three part strategy to support the efforts of Federal agencies to hire and retain welfare recipients and to assist other low income employees find safe, affordable child care.

GSA will link Federal hiring officials at the community level with state and county child care resource and referral networks. These 600 specialist community-based organizations can counsel, support and assist new and existing lower income employees by linking them to a wide array of child care options.

- These groups can also provide information concerning financial subsidies for child care which are available at the local level (state or county) for those leaving the welfare rolls and which may also be available to other low income employees.
- Federal officials can also hire part time employees or job-shares through local Head Start programs. These employees could then use Head Start (generally part day, part year) in lieu of child care, while meeting current welfare reform requirements for 20 hours of work per week for those with children under six.

GSA will act aggressively to make Federal child care centers more affordable to more employees. Currently, there are more than 1,000 available spaces in the more than 200 non-military centers that operate in Federal space, but fees for quality care charged by private operators are generally out of reach to lower graded employees. Sliding fee scales and other forms of scholarship assistance could help match employees to available spaces, if costs could be reduced and/or revenues increased.

- GSA will determine whether group purchases of supplies, insurance and other shared needs could help reduce costs for center operators. Savings could be reinvested in tuition help for families that need it.
- GSA will help centers seek enterprise activities and special additional programs for children that could operate at their location to bring in additional revenue.
- If adequate additional revenues are secured, GSA will require each center operating in Federal space to use a sliding fee scale.
- GSA has worked with the Office of Management Budget on a major study of the accessibility and affordability of Federal child care which will be released to Congress at the end of April. The agency will promptly implement appropriate recommendations.

GSA will increase the capability of individual Federal child care centers to raise additional funds for tuition assistance scholarships. GSA will immediately retain expert financial development and fund raising counsel to define a national strategy to help support the financial needs of all Federal centers. This could include establishment of a private non-profit foundation which could seek and receive funds to support all centers on a larger scale than individual centers can accomplish on their own. It is estimated that approximately \$3-5 million per year will be needed to make Federal child care slots more affordable for more parents.

- GSA will seek opportunities for centers to partner with private organizations which need child care for their employees as a way to diversify funding sources.
- GSA will assure that each center applies for participation in the Combined Federal Campaign. It will also continue to encourage agencies to dedicate recycling proceeds to child care centers which operate in their buildings.
- GSA will tap and utilize the best experience of states which have been exploring child care financing strategies to support welfare reform (i.e. Colorado, Indiana, Washington, Hawaii, Minnesota and others).



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.



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."

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.

UNITED STATES DEPARTMENT OF AGRICULTURE WELFARE TO WORK PLAN

USDA is committed to hiring and retaining welfare recipients, including food stamp participants, into its workforce. The Department will hire approximately 100 welfare recipients this fiscal year and 275 over the next three fiscal years. USDA has a very extensive field structure of 2300 locations which will be utilized for this initiative, including outreach efforts to welfare recipients. USDA has always been involved in grassroots efforts, working within communities, states, and organizations, a tradition USDA will build to support this initiative.

The employment opportunities USDA will provide, include animal health aids, insect controllers, physical science aids, archaeological aides, soil conservation aids, and forestry aids. These positions will be filled at the entry level. In some cases, USDA will hire welfare recipients to work in programs that will assist in delivering services to low-income Americans.

The federal Worker Trainee Program is aimed at unskilled workers to be hired at GS-1 or WG-1/2 grade levels. The individuals recruited through this program will have the opportunity to learn marketable skills, develop good work habits, and receive formal and on-the-job training. USDA will expand the use of this program as the major vehicle for hiring and training welfare recipients. We will also ensure employees are given the support needed to succeed in a work environment through mentoring programs and special training for supervisors.

USDA will encourage, through standard contract and solicitation language, its contractors, grantees, and cooperators to contribute to this initiative by actively seeking welfare recipients for entry-level, or other appropriate positions. For example, the Food and Consumer Service will be awarding a \$4 million contract to conduct store visits to strengthen the integrity of the Food Stamp Program and will encourage the winning contractor to hire welfare recipients for this program. The Natural Resources Conservation Service will encourage contractors and cooperators to work with the local welfare or social services offices to give priority consideration to welfare recipients.

Even though USDA will have to downsize by approximately 10,000 staff years by the year 2002, which will require the need for reductions-in-force in three agencies, we are committed to the President's initiative. Our plan is a comprehensive approach that reflects the diversity of our programs and services.

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.

TRAIN ONE. **G**AIN ONE.

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 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.**

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 to 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.

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.



"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.



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 with a goal of 325 hires, including seasonal/temporary, over the next four years (1997 - 50, 1998 - 75, 1999 - 90, 2000 - 110).

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 the Job Corps, Youth Conservation Corps and the D.C. Summer Youth Program. Many participants found meaningful jobs in the workforce, often right here at Interior.

For example, a recent summary of the Job Corps Work Experience Program conducted by the Fish and Wildlife Service (FWS) in the Hadley, Atlanta, Portland, Albuquerque and Minneapolis Regions, 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.



Washington, D.C. 20530

April 9, 1997

I. OUR DEPARTMENT'S COMMITMENT

The Department of Justice is committed to providing placement assistance and job opportunities to welfare recipients. Department employees are already involved in many community outreach efforts, such as the pro bono and partners in education programs, which are directly related to working with the poor, elderly, and young members of our communities, including welfare recipients. In addition to the other work opportunities developed through our plan, components will augment the hiring of welfare recipients through aggressive outreach programs to identify teen parents living at home who need money to stay in school. By providing these employment opportunities, it is our expectation that welfare recipients will acquire the basic skills to serve as the foundation for successful careers and make the transition from welfare to work.

II. OUR DEPARTMENT'S PLAN

Availability of Work. The Department will strive to place at least 450 welfare recipients in employment opportunities located throughout the United States. Contractors and grantees will also be encouraged to participate in hiring welfare recipients.

Recruitment and Hiring. In addition to regular recruitment methods, in partnership with local Federal Executive Boards, the Office of Personnel Management, and state and local employment and job training agencies, we will identify and recruit welfare recipients for positions. We will also work with schools in the local communities to identify student welfare recipients (i.e., teen parents) who can be employed under the Student Employment Program.

Orientation and Training. New employees will receive information about qualifying for the Earned Income Credit, the availability of local child care services, financial counseling, and other employee services. They will be provided with mentors who will help familiarize them with the world of work and make the transition from welfare to work easier.

Department of Justice Program Manager. Robert F. Seymour is the Department's Program Manager. His phone number is (202) 514-6778.

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 Sueded 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 provide 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**

President's Hiring Initiative - 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. As a result of the survey, over the next four years, the SBA is committed to hiring 120 welfare recipients into clerical and office support positions, 30 each year. All ten SBA regions will participate.

SBA's Welfare to Work Plan - 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.

Betsy Myers to Lead Effort - Announce this week the decision to hire Betsy Myers to spearhead the welfare to work efforts at the Agency. Ms. Myers 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, she will highlight the fact that welfare is a women's issue.

Information Gathering Stage - 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, our own regional and district offices, and 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. The SBA will also 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.

SBA to Organize Efforts of Small Business Partners - 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 of 950 Small Business Development Centers, 12,400 Service Corps of Retired Executives Volunteers, 54 Women's Business Centers, 7,000 lenders, 6,000 8(a) contractors and our 110 member National Advisory Committee 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.

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.



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. The Department of State will support the President's welfare to work initiative by hiring at least 55 welfare recipients per year through the year 2000 via: (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 by:
 - 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.

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 1,380,038 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.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET

ROUTE SLIP

TO	<u>Koskinen</u>	Take necessary action	<input type="checkbox"/>
	<u>Appel</u>	Approval or signature	<input type="checkbox"/>
	<u>Shirley Reed</u>	Comment	<input type="checkbox"/>
	<u>Cynthia Rice</u>	Prepare reply	<input type="checkbox"/>
		Discuss with me	<input type="checkbox"/>
		For your information	<input checked="" type="checkbox"/>
		See remarks below	<input type="checkbox"/>
FROM	<u>Lisa K.</u>	DATE	<u>4/16</u>

REMARKS

W To W Hearing

WR - Federal
Govt

ONE HUNDRED FIFTH CONGRESS

Congress of the United States**House of Representatives**

COMMITTEE ON GOVERNMENT REFORM AND OVERSIGHT

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

(202) 225-5074

April 16, 1997

The Honorable John A. Koskinen
Deputy Director for Management
Office of Management and Budget
Executive Office of the President
Washington, DC 20503

Dear Mr. Koskinen:

The Committee on Government Reform and Oversight's Civil Service Subcommittee will conduct an oversight hearing on the President's March 8 announcement of a policy supporting "Government Employment for Welfare Recipients," and the related actions that were announced at the Cabinet meeting on April 10, 1997. The hearing will be held on Thursday, April 24, 1997, beginning at 9:30 a.m., in Room 311 of the Cannon House Office Building. The Subcommittee requests that you testify on behalf of the President's proposal.

Please describe the proposal for the Subcommittee. Your description should include the numbers of people that the Administration anticipates hiring under this initiative, the agencies for which they will work, the recruitment and training efforts that will be involved in placing these employees, and the Administration's proposals related to their long-term employment. What efforts does the Administration plan, for example, to improve the skills of employees hired under this program so that they will be able to perform at levels consistent with minimal civil service requirements?

Please describe for the Subcommittee the responses that heads of Executive Departments and Agencies submitted to the White House by April 7 following the President's memorandum. This description should include the number of positions that each agency has committed to fill and the kinds of positions targeted for the "welfare to the federal workforce" initiative at each agency.

Please identify any of these kinds of positions that might have been included in workforce reduction efforts under the Federal Workforce Restructuring Act or any other National Performance Review initiatives. What steps is the Administration taking to ensure that work being performed by these employees is "inherently governmental" or work that is central to the agency's mission, rather than functions that could be provided through commercial firms?

The Subcommittee is also interested in information about the process through which this policy was developed. Please describe consultations with the Office of Personnel Management related to the potential selection criteria and procedures, the appointing authorities, the job descriptions related to positions that would be developed through this program, the compensation levels of these employees, the compatibility of the proposal with merit system principles, and other factors associated with federal hiring. For example, will requirements for background investigations be consistent with those of other federal employees? Will the Administration require pre-employment screening for narcotics and substance abuse similar to requirements facing other employees at the agencies?

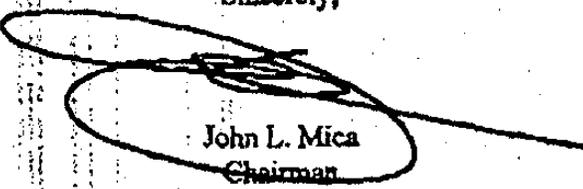
Please describe, too, any consultations with outside organizations that were related to the development of this policy initiative. What role did the National Partnership Council play in its formulation? Were other agencies of the Government consulted in advance? If so, please identify them and indicate their role in forming this proposal.

The Subcommittee would also appreciate information about efforts to extend this initiative beyond the federal workforce. Please describe the Administration's plans to extend this policy initiative to the private sector workforce, including through contracts negotiated by federal agencies for commercial goods and services.

Under the Congressional Accountability Act, the House of Representatives must be in Compliance with the Americans With Disabilities Act. Persons requiring special accommodations should contact Caroline Fiel, Subcommittee Clerk, at (202) 225-6427, at least four business days prior to the scheduled hearing.

Committee rules provide that testimony should be submitted to the Subcommittee office at least 24 hours in advance of the hearing. Therefore, please submit 100 copies of your testimony to the Subcommittee offices, in Room B371C Rayburn House Office Building, by Tuesday, April 23, 1997, at 9:30 a.m. We also request at the same time a copy of the statement and a one-page biography of any witness on a 3 1/2 inch diskette in WordPerfect format. The complete written statement will be included in the Subcommittee's record, but we request that witnesses limit their oral presentations to five minutes. Thank you for your assistance in our preparation for this hearing.

Sincerely,



John L. Mica
Chairman

Civil Service Subcommittee

THE PRESIDENT HAS SEEN

4-10-97

**WELFARE
CABINENT
MEETING**

DISSUSSION MATERIALS

April 10, 1997

WELFARE TO WORK: FEDERAL GOVERNMENT COMMITMENTS BY AGENCY

April 10, 1997

THE PRESIDENT HAS SEEN
4-10-97

Agency	Total Number of Federal Hires (FY97-00)	Total Federal Civilian Employment	Federal Hires as Percent of Total Federal Employees
USDA	450	96,741	0.47%
Commerce	4,180	34,228	12.21%
Defense	1,605	769,784	0.21%
Education	21	4,496	0.47%
Energy	55	17,494	0.31%
EOP	6	1,513	0.40%
EPA	120	17,157	0.70%
FEMA	125	5,044	2.48%
GSA	121	14,435	0.84%
HHS	300	58,427	0.51%
HUD	200	11,242	1.78%
Interior	325	64,840	0.50%
Justice	450	111,535	0.40%
Labor	120	15,116	0.79%
NASA	40	20,440	0.20%
OPM	25	3,344	0.75%
SBA	120	4,513	2.66%
SSA	600	66,177	0.91%
State	220	23,982	0.92%
Transportation	206	62,642	0.33%
Treasury	405	151,176	0.27%
VA	800	244,857	0.33%
TOTAL	10,494	1,799,183	0.58%

INITIAL FEDERAL COMMITMENTS BY FISCAL YEAR

FY97	FY98	FY99	FY00
1,962	6,274	1,301	810

Bohew

File WR - part hiring

cc: Bruce
Cynthia
Lyn

To
Elena
- Kent.

March 14, 1997

TO: PRESIDENT'S MANAGEMENT COUNCIL AND
INDEPENDENT AGENCY HEADS

FROM: John A. Koskinen and Bob Stone

SUBJECT: The President's Welfare to Work Federal Hiring Initiative

As you know, the President has announced a commitment that the federal government, as the nation's largest employer, contribute to the greatest extent possible to move people from welfare to work. We need your help to make this happen.

First, with respect to FTEs, our successful downsizing means that we will achieve the statutory goals on FTEs government-wide, and therefore, for purposes of implementing this program, you should not be constrained by FTE limitations.

I know that many of you are employing very tight ceiling controls within your agency. For purposes of this program, you should ensure that front-line managers who have the dollar resources and program flexibility to fund welfare-to-work hires be allowed to do so regardless of internal agency ceilings on employment. If you have an approved buyout program, you also need to ensure that FTE offset requirements are met.

In addition, you and front-line managers who will be contributing to this effort by hiring welfare recipients should become familiar with the full range of options available to your agency. In addition to the Worker-Trainee authority highlighted in the President's Memorandum, your managers should consider excepted service appointments available in your agency and other government-wide authorities such as the Veterans Readjustment Appointment (VRA) and the Student Educational Employment Program.

As you develop your agency programs, please keep in mind that this is one of our first opportunities to ensure that we come up with "community solutions" to problems. To that end, you should share with front-line managers that the intent of this program requires that we make it easy for local social service agencies to work with us to target this population. In areas where multiple Federal facilities are located they should join together to approach social service agencies.

Therefore, please consider issuing a directive empowering front-line managers to work directly with their personnel organizations to hire for this program without obtaining internal agency clearances and to join with their local Federal colleagues in coordinating our effort at the local level.

Let us know of any problems you may encounter or any suggestions you have.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
LEGISLATIVE AFFAIRS

PHONE: 395-4790 / FAX: 395-3729

TO: *Bruce Reed*

DATE: *4/21*

FROM:

CHUCK KIEFFER

CHUCK KONIGSBERG

LISA KOUNTOUPES

ALICE SHUFFIELD

KATE DONOVAN

NANCY BRANDEL

Comments: _____

FAX #: *6-2878*
PHONE NUMBER: _____

PAGES: *2*
(includes cover page)

To: Lisa Kamtoyne

→ Koskinen
→ Reed
→ Kamark
→ Jacoby
→ Rice

**Welfare to Federal Workforce Hearing
Witness List**

Panel One

**The Honorable Eddie Bernice Johnson
Mississippi**

Panel Two

**John A. Koskinen
Deputy Director for Management
Office of Management and Budget**

**The Honorable James B. King
Director, Office of Personnel Management**

**The Honorable Diane Disney
Deputy Assistant Secretary of Defense (Civilian Personnel)**

**The Honorable Eugene A. Brickhouse
Assistant Secretary for Administration
Department of Veterans Affairs**

Panel Two

**Mr. Charles G. Tetro
President, Training Development Corporation
Bucksport, Maine**

**Mr. Robert Rector
Senior Policy Analyst, Welfare and Family Issues
The Heritage Foundation**

**Mr. Steven Hantzis
National Executive Director
National Federation of Federal Employees**

**Mr. James Riccio
Manpower Development Research Corporation**

Total Pages: 9

LRM ID: MDH64

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
Washington, D.C. 20503-0001

Monday, April 21, 1997

URGENT

LEGISLATIVE REFERRAL MEMORANDUM

TO: Legislative Liaison Officer - See Distribution below
Paul R. Forsgren
FROM: Janet R. Forsgren (for) Assistant Director for Legislative Reference
OMB CONTACT: Melinda D. Haskins
PHONE: (202)395-3923 FAX: (202)395-6148

SUBJECT: Office of Personnel Management Testimony on Welfare to Work Initiative

DEADLINE: 1:00 PM Tuesday, April 22, 1997

In accordance with OMB Circular A-19, OMB requests the views of your agency on the above subject before advising on its relationship to the program of the President. Please advise us if this item will affect direct spending or receipts for purposes of the "Pay-As-You-Go" provisions of Title XIII of the Omnibus Budget Reconciliation Act of 1990.

COMMENTS: OPM (King) will deliver the attached testimony at a hearing before the House Civil Service Subcommittee on Thursday, April 24th. This is a firm deadline.

DISTRIBUTION LIST**AGENCIES:**

25-COMMERCE - Michael A. Levitt - (202) 482-3151
29-DEFENSE - Samuel T. Brick Jr. - (703) 697-1305
52-HHS - Sondra S. Wallace - (202) 690-7760
59-INTERIOR - Jane Lyder - (202) 208-4371
61-JUSTICE - Andrew Fois - (202) 514-2141
62-LABOR - Robert A. Shapiro - (202) 219-8201
129-VETERANS AFFAIRS - Robert Coy - (202) 273-6666

EOP:

John A. Koskinen
William A. Halter
Bruce N. Reed
Elena Kagan
Cynthia A. Rice
Elisabeth Stock
Sara M. Latham
Nancy A. Min
John Kamensky

Kenneth S. Apfel
Joseph M. Wire
Larry R. Matlack
Jeffrey A. Farkas
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Phebe N. Vickers
Mary Jo Siclari
Jeffrey D. Goldstein
Bruce D. Long
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Raymond P. Kogut
Mathew C. Blum
Joseph F. Lackey Jr.
Wendy A. Taylor
E. Irene James
Robert W. Schroeder
Robert G. Damus
James C. Murr
Janet R. Forsgren
OMB-LA
Susan Valaskovic

LRM ID: MDH64
Initiative

SUBJECT: Office of Personnel Management Testimony on Welfare to Work

RESPONSE TO
LEGISLATIVE REFERRAL
MEMORANDUM

If your response to this request for views is short (e.g., concur/no comment), we prefer that you respond by e-mail or by faxing us this response sheet. If the response is short and you prefer to call, please call the branch-wide line shown below (NOT the analyst's line) to leave a message with a legislative assistant.

You may also respond by:

- (1) calling the analyst/attorney's direct line (you will be connected to voice mail if the analyst does not answer); or
- (2) sending us a memo or letter

Please include the LRM number shown above, and the subject shown below.

TO: Melinda D. Haskins Phone: 395-3923 Fax: 395-6148
Office of Management and Budget
Branch-Wide Line (to reach legislative assistant): 395-7362

FROM: _____ (Date)
 _____ (Name)
 _____ (Agency)
 _____ (Telephone)

The following is the response of our agency to your request for views on the above-captioned subject:

- _____ Concur
- _____ No Objection
- _____ No Comment
- _____ See proposed edits on pages _____
- _____ Other: _____
- _____ FAX RETURN of _____ pages, attached to this response sheet

STATEMENT BY
THE HONORABLE JAMES B. KING, DIRECTOR
OFFICE OF PERSONNEL MANAGEMENT

before the

SUBCOMMITTEE ON CIVIL SERVICE
COMMITTEE ON GOVERNMENT REFORM AND OVERSIGHT
U.S. HOUSE OF REPRESENTATIVES

at a hearing on

THE ADMINISTRATION'S WELFARE TO WORK PROGRAM

APRIL 24, 1997

Mr. Chairman and members of the subcommittee.

Thank you for this opportunity to speak on behalf of President Clinton's welfare to work program.

As you know, the President and Congress agreed to end welfare as we have known it for many years. To meet the goals of the legislation enacted last year, we must move two million people from welfare to work in the next four years. That is in addition to the 2.8 million people who left the welfare rolls between January of 1993 and January of 1997.

The President has asked the private sector to make every effort to hire Americans who are leaving welfare, and the President believes that the federal government, as the nation's largest employer, also has an obligation to provide leadership in this area. Already, at the President's request, federal agencies have identified about ten thousand jobs which they believe can be filled as part of this welfare to work initiative over the next four years.

We at the Office of Personnel Management (OPM) are working with the National Performance Review staff, the White House Domestic Policy Council, the Office of Management and Budget, and other agencies on this initiative.

OPM has convened two meetings of the Interagency Advisory Group of Personnel Directors at which officials from the National Performance Review, the Office of Management and Budget, the Department of Labor, the Department of Health and Human Services, the General Services Administration, and other agencies briefed agency personnel officials on various aspects of the welfare to work challenge.

OPM has also provided written guidance to the agencies on hiring options for welfare to work programs. Additionally, we and the National Performance Review have asked the twenty-eight Federal Executive Boards and the more than eighty Federal Executive Associations to bring together federal agencies and state and local welfare organizations -- at the local level -- to discuss how best to ensure the distribution of information on federal employment opportunities and the coordination of recruitment. We suggested that local Job Training and Partnership Act officials be included, because they are training welfare recipients through their more than six hundred service delivery areas.

In the Washington Metropolitan Area, where there is no Federal Executive Board, OPM is working with officials of the District, Virginia and Maryland to coordinate welfare to work activities.

OPM's Office of Workforce Information is developing a method for tracking welfare to work hires governmentwide, and we are maintaining a federal jobs database, available through the Internet, electronic bulletin boards, telephones and touchscreen kiosks. Up-to-date job listings are also going to more than 1,800 state employment offices. One of the greatest needs is simply to get job information to people who may not have had access to it, and modern technology permits us to do a better job of that than ever before.

We also arranged for Robert Stone, project director of the National Policy Review, to brief the National Partnership Council on the welfare-to-work initiative.

At our own agency, we at OPM have identified 25 positions that have been targeted for the recruitment of welfare recipients in Fiscal Year 1997, and we will target other positions in the next three years. We will consider welfare recipients for every position for which we recruit outside the agency. These will include temporary, term and permanent positions, mostly at the entry level. Those hired as worker trainees will be hired for GS-1 and Wage Grade (WG) levels 1 and 2. Others, hired under other hiring authorities, might assume higher level jobs, depending on the skills they possess. The positions involved, at the various agencies, might include messengers, library technicians, supply clerks, and data technicians.

We have encouraged the 375 health insurance carriers who participate in the Federal Employees Health Benefits Program to support this initiative and we will urge other contractors to do the same.

These new hires will receive essentially the same training that we give all new hires for entry level jobs, most of whom need basic skills training as well as on-the-job training, mentoring, and other assistance.

Their retirement and insurance benefits eligibility will be the same as for any other federal hire, with full benefits going to those whose appointments are not limited to one year or less.

We do not start with stereotypes about the people we will hire under this program. Some may have more skills and experience than the stereotypes would suggest. But we do recognize that some will need training in basic work habits and skills.

I believe we can learn a lot from programs in the private sector, such as the Strive program in New York, Boston, Chicago and Pittsburgh that prepared some 14,000 people for entry level jobs in the past five years.

Strive teaches work habits and tries to overcome hostility, passivity and bad attitudes. It reports that 35% of a typical class quits after the first, three-hour orientation. But there is always a second chance for those who want it.

There have also been nationally-respected private sector welfare-to-work programs in Kansas City. Officials there report that about 50% of 1,500 welfare recipients placed in jobs in the past two years are still at those jobs.

That statistic calls to mind the glass of water that is half empty or half full, depending on how you perceive it. A 50% success rate may be a good one, when we consider the obstacles that many of these Americans have faced all their lives.

We can learn, too, from the welfare-to-work program being carried out by the State of South Carolina. As reported in the Washington Post on Monday of this week, this program has put 442 former welfare recipients into state jobs in one year. It has done so with strong support from Governor David Beasley, without displacing any existing state employees, and in most cases it has provided Medicaid, free child care and benefits to the new employees.

As we move reach out to bring these women and men into federal jobs, we may have to meet many of them at least halfway.

We must welcome them -- and at the same time make clear what our expectations are. We must share with them the values and attitudes that lead to success in the workplace.

We may have to explain that reporting to work at 8 means being at work -- not in the coffee shop. We may have to use the firm language that some call tough love.

We may offer them part-time or temporary jobs in some cases -- knowing those can be important milestones if they convey new attitudes and lead to a better job later on.

We won't always succeed, but the only real failure would be a failure to try.

As OPM Director, I am fully committed to maintaining merit system principles. We must also support and enforce the Veterans Preference Act. We must not set quotas. We are not talking about make-work jobs. And we must fulfill our legal and moral obligations to displaced federal employees.

Understanding -- and supporting -- all this, I believe we can meet the President's welfare to work goals.

We are not proposing special hiring for former welfare recipients. We are proposing to bring them into the pool of those who apply for federal jobs and then to treat them like everyone else. We want to get job information to them. We want to give them an opportunity to work -- after that it is up to them.

We all know that the federal government is downsizing and fewer people are being hired than in years past. But there is turnover and there are people hired. Last year, the federal government hired about 200,000 people in either permanent or temporary positions.

In terms of entry-level jobs, as of September of last year, there were about 26,000 GS-1 and 2, and WG 1 and 2 employees, in both temporary and permanent positions in the federal workforce. There is a natural amount of turnover in these jobs and we are asking agencies to survey current vacancies and see if some of them might be filled from the welfare population.

The Administration intends to help Americans who want to work have an opportunity to work, and we look forward to working with Congress in this undertaking.

Mr. Chairman, let me address some of the questions you raised in your letter of April 16.

You asked how the Administration would ensure that the welfare to work initiative will not replace former employees who received buyouts with the former welfare recipients.

Our figures show that the average grade of General Schedule employees who took buyouts under the Workforce Restructuring Act was slightly below the GS-Eleven level. Less than one percent of the buyouts paid to General Schedule and Wage Grade employees under that Act during FY 1994 and FY 1995 went to employees in GS-1 or WG 1 or 2. Thus, it would be rare that anyone hired under this initiative would be replacing someone who received a buyout.

With regard to veterans preference, nothing in our implementation of this plan will in any way deny or compromise any veteran seeking a job or diminish our enforcement of the Veterans Preference Act. We will also continue to meet our legal and moral obligations to displaced Federal workers.

Our figures show that of the more than 13,426 veterans who were hired for both General Schedule and blue-collar full-time permanent jobs in Fiscal Year 1996, only 252, or less than two percent, entered GS-1, GS-2 or Wage Grade 1 and 2 jobs. In other words, more than 98 percent of the veterans hired entered higher level jobs. Thus, it would be rare that veterans would be competing with those hired in this initiative, and when they do they would still have the benefit of their rights as veterans.

Mr. Chairman, your letter states that "OPM's call letter to providers under the Federal Employees Health Benefits Program (FEHBP) informs applicants that efforts to establish and implement welfare-to-work programs are factors that would be considered in evaluating applications to participate in the FEHBP." You then ask the standards by which OPM will evaluate providers' welfare to work proposals.

OPM's call letter to FEHBP carriers provides program and policy guidance. It does not evaluate a carrier's participation in the program. Carriers applying to participate are evaluated against criteria set out in regulations. Our call letter did not ask for specific proposals of welfare-to-work programs. Rather, it asked that the carriers "look for, and use, appropriate opportunities to support this initiative." It did not establish any reporting or evaluation requirements, but asked that carriers be able to "outline the steps they have taken and results achieved in this area."

In short, we hope the carriers will support this initiative, just as we hope many private-sector companies will, out of a sense of public service, but such support is in no way a requirement for their participation in the program. We hope that private companies will find their participation to be both moral and profitable.

Your letter asked the rationale for retaining the TAPER (Temporary Authority Pending the Establishment of a Register) hiring authority, in light of the abolition of centralized hiring registers.

OPM issued proposed regulations to simplify temporary and term employment, including the TAPER authority. Later, a decision was made to continue to use this authority, which is used to fill GS-1, and WG 1 and 2 positions, because it was found to be effective in hiring unskilled workers. As we gain more experience in hiring worker-trainees, we will continue to evaluate, along with other agencies, if the TAPER authority should be continued. All hiring under the TAPER authority is in compliance with the veterans preference law and with our obligations toward displaced federal employees.

Moreover, because a TAPER is not limited to one year or less, these worker trainees will have full retirement and insurance benefits.

You asked how the new employees will be trained, in a time of tight budgets, and how we will ensure that this training does not conflict with agencies' core training needs.

Most people we presently hire for entry-level jobs need basic skills training and personal attention. We anticipate that agencies will adapt existing orientation and training programs to serve those hired under the welfare to work initiative.

To train new employees is part of every agency's core training needs -- whomever they may be -- and that will include those who come to us through this initiative.

Thank you.

###

ONE HUNDRED FIFTH CONGRESS

Congress of the United States
House of Representatives

COMMITTEE ON GOVERNMENT REFORM AND OVERSIGHT

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

(202) 225-5074

March 25, 1997

The Honorable Bruce Reed
Assistant to the President
Director, Office of Policy Development
The White House
Washington, DC 20500

Dear Mr. Reed:

The Committee on Government Reform and Oversight's Civil Service Subcommittee will conduct an oversight hearing on the President's March 8 announcement of a policy supporting "Government Employment for Welfare Recipients." The hearing will be held on Thursday, April 24, 1997, beginning at 9:30 a.m., in Room 311 of the Cannon House Office Building. The Subcommittee requests that you testify on behalf of the President's proposal.

Please describe the proposal for the Subcommittee. Your description should include the numbers of people that the Administration anticipates hiring under this initiative, the agencies for which they will work, the recruitment and training efforts that will be involved in placing these employees, and the Administration's proposals related to their long-term employment. What efforts does the Administration plan, for example, to improve the skills of employees hired under this program so that they will be able to perform at levels consistent with minimal civil service requirements?

The Subcommittee is also interested in information about the process through which this policy was developed. Please describe consultations with the Office of Personnel Management related to the potential selection criteria and procedures, the appointing authorities, the job descriptions related to positions that would be developed through this program, the compensation levels of these employees, the compatibility of the proposal with merit system principles, and other factors associated with federal hiring. For example, will requirements for background investigations be consistent with those of other federal employees? What procedures will federal agencies establish to ensure the protection of Privacy Act rights of participants in this program? Will the Administration require pre-employment screening for narcotics and substance abuse similar to requirements facing other employees at the agencies?

Please describe, too, any consultations with outside organizations that were related to the development of this policy initiative. What role did the National Partnership Council play in its

formulation? Were other agencies of the Government consulted in advance? If so, please identify them and indicate their role in forming this proposal.

Under the Congressional Accountability Act, the House of Representatives must be in Compliance with the Americans With Disabilities Act. Persons requiring special accommodations should contact Caroline Fiel, Subcommittee Clerk, at (202) 225-6427, at least four business days prior to the scheduled hearing.

Committee rules provide that testimony should be submitted to the Subcommittee office at least 24 hours in advance of the hearing. Therefore, please submit 100 copies of your testimony to the Subcommittee offices, in Room B371C Rayburn House Office Building, by Tuesday, April 23, 1997, at 9:30 a.m. We also request at the same time a copy of the statement and a one-page biography of any witness on a 3 1/2 inch diskette in WordPerfect format. The complete written statement will be included in the Subcommittee's record, but we request that witnesses limit their oral presentations to five minutes. Thank you for your assistance in our preparation for this hearing.

Sincerely,

A handwritten signature in black ink, appearing to read "John L. Mica", is written over a large, hand-drawn oval. The signature is somewhat stylized and loops around the oval.

John L. Mica
Chairman
Civil Service Subcommittee

THE WHITE HOUSE
WASHINGTON

*Bruce -
Files. What does
leg aff say w/d?
Eleva*

Office of Legislative Affairs

File-W2-gmt hiring

House Liaison

Fax Cover Sheet

Date: 3/26

To: Eleva Koga

Fax Number: 456-7028

From: Peter Jacoby at (202) 456-6620
Special Assistant to the President
for Legislative Affairs

Comments: *FYI*
[Signature]

Note: The information contained in this facsimile message is **CONFIDENTIAL** and intended for the recipient **ONLY**. If there is a problem with the transmission, please contact the sender as soon as possible.

Number of pages including cover: 3

DAN BURTON, INDIANA
CHAIRMAN

HENRY A. WAXMAN, CALIFORNIA
RANKING MEMBER

ONE HUNDRED FIFTH CONGRESS

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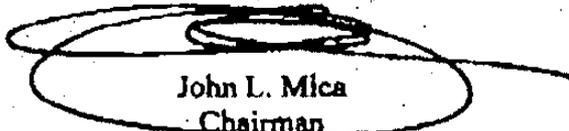
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Sincerely,



John L. Mica
Chairman

Civil Service Subcommittee

PRESIDENT CLINTON TO DISCUSS WELFARE TO WORK AT CABINET MEETING

April 10, 1997

Today, President Clinton holds the first full cabinet meeting of his second term to receive responses to his 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 group of CEOs to discuss their specific commitments to make welfare reform a success.

Joining the President at today's cabinet meeting will be two former welfare recipients who are now successful federal government employees at the Social Security Administration. Rebecca Rae Wilson was hired as a temporary clerk in the Clinton, IA branch office of the Social Security Administration in May 1996. While working at SSA, she pursued her education and will complete her associates degree from Clinton Community College in May. She plans to continue her education at Mt. St. Claire College to receive a baccalaureate degree in business administration. As a stay-in-school employee at SSA, Rebecca's earnings have enabled her to get off of AFDC. Rebecca is the mother of two who hopes one day to become a career federal employee with SSA.

Tonya JoAnn Graham went on welfare as a single parent in August 1984. She obtained an associates degree from Levelland College and was informed of a SSA vacancy in the Dallas, TX region when one of her professors announced it in class. Tonya was able to stop receiving welfare when she was hired at SSA in 1989. She received her bachelor's degree from Lubbock Christian University in 1990 and began working full-time at SSA. She has received subsequent promotions for her work as a claims representative.

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 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 states and communities 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 FOR INTERNAL PURPOSES ONLY
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 employees 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 about 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.

WR -
Federal
Govt.

cc: Elena
Lythian
return

CHILDCARE AND WELFARE TO WORK

- *Childcare* is complicated and emotional
- Most "welfare" hires will need childcare and be unable to afford it
- What about the federal (non-DOD) childcare centers
- GSA plans to ...

CHILDCARE AND WELFARE-TO-WORK:

Childcare is complicated and emotional

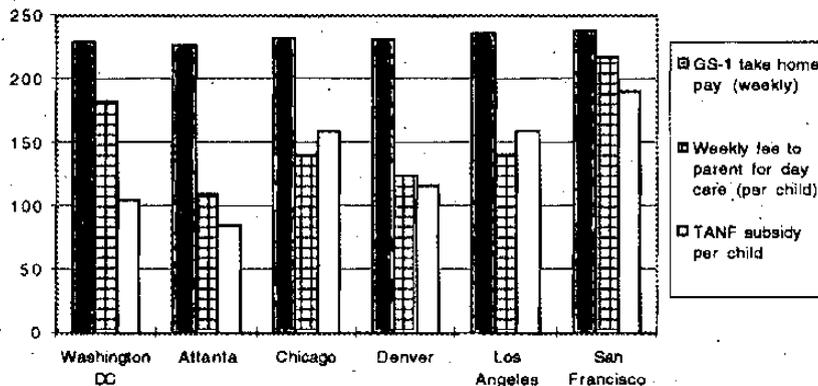
- *Developmental* is better than *custodial*
 - upcoming WH conference on early learning
 - our centers are high quality
- All working parents need care for their children
 - note: 90% of those leaving welfare are single mothers
- Child care "centers" are very expensive
 - affordability study out this month
 - probably takes a GS-11 salary
- No simple solution



CHILDCARE AND WELFARE-TO-WORK:

Most welfare hires will need childcare and be unable to afford it

Comparison of GS-1 Take Home Pay, Child Care
Costs and State Subsidies



CHILDCARE AND WELFARE-TO-WORK:

About federal (non-DOD) childcare centers

- 218 centers (GSA: 108; Others: 110)
- No federal subsidies available; no sliding scale unless additional funds are raised
- Have approximately 1,000 vacancies
- *note: DOD has 800 centers with 200,000 kids; provides subsidies of \$260M, allowing sliding scale fees that are 1/3 to 1/2 of civilian fees*

GSA plans to ...

- 1.... help agencies connect employees with local sources of child care
 - there is a wider array of choices (e.g.. family day care homes, centers in churches and non-profits)
 - provide information about financial subsidies which are available for those leaving the welfare rolls and may also be available to some other low income parents

- 2.... do all we can to make federal child care centers more affordable to more employees
 - we have a number of ideas; no silver bullets

- 3 ... help increase our centers' ability to be financially stronger
 - *the answer to the affordability dilemma is not additional federal subsidies; it to help centers generate more private money from more diverse sources*

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

WR - Federal
Hiring
Initiative

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.

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- 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 employees 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.

THE WHITE HOUSE

WASHINGTON

CABINET MEETING

April 10, 1997

Cabinet Room - - 1:30 p.m.

Agenda

- | | | |
|--|---|---|
| I. | Welcome | The President |
| II. | Opening Remarks | The Vice President |
| (If Frank Raines has not departed, you will ask him for a Budget update) | | |
| III. | Leadership | Secretary Shalala |
| IV. | Hiring In an Era of Downsizing | Secretary Daley
Secretary Cuomo
Secretary Brown
Acting Commissioner Callahan |
| V. | Most Important Retention Strategies
Child Care
Transportation Subsidy | Administrator Barram
Secretary Slater |
| VI. | Leveraging the Federal Commitment | Deputy Secretary White |

POTUS Questions

Health and Human Services (HHS)

Given your extensive experience working with local social service agencies, what advice would you give to agencies that have no prior experience?

Commerce

From the new hires table, I can see Commerce will be playing a huge role in the hiring effort thanks to the Dicennial census. For those welfare recipients who get hired for very short term jobs, how can Commerce help prepare them for their next job in the workforce?

Housing and Urban Development (HUD)

I see you already have a program in place that trains people for clerical, receptionist, and other support positions. From what I understand, you have been able to fill about 20 positions with your program participants. What do you recommend to agencies who want to follow this example?

Veteran's Affairs (VA)

Your Compensated Work Therapy program has successfully moved veterans from dependency to self-sufficiency. What can other agencies learn from your experience with veterans that they could apply to hiring welfare recipients?

Social Security Administration (SSA)

Your plan is very bold and we've seen that you've had previous success moving welfare recipients to work. What experiences have you had empowering your front-line managers to achieve your success?

General Service Administration (GSA)

The idea of sliding fee scales and scholarship assistance appears very promising. Are there agencies already implementing such ideas and if so, what obstacles did they face when putting their programs in place?

Transportation

If an agency can't afford transportation subsidies for all its employees, what can it do to aid low income workers with transit? Can we build upon the successes some agencies have had arranging agreements with unions to permit low income preference?

Department of Defense

Leveraging the government's commitment by encouraging contractors to hire welfare recipients will likely play a large role in our moving people from welfare to work. Our principal goal here is to enable those contractors who want to "do the right thing" to be able to do so. Have you been able to get any sense from the contracting community of how many contractors want to "do the right thing"?

WELFARE TO WORK: FEDERAL GOVERNMENT COMMITMENTS BY AGENCY

April 10, 1997

Agency	Total Number of Federal Hires (FY97-00)	Total Federal Civilian Employment	Federal Hires as Percent of Total Federal Employees
USDA	450	96,741	0.47%
Commerce	4,180	34,228	12.21%
Defense	1,605	769,784	0.21%
Education	21	4,496	0.47%
Energy	55	17,494	0.31%
EOP	6	1,513	0.40%
EPA	120	17,157	0.70%
FEMA	125	5,044	2.48%
GSA	121	14,435	0.84%
HHS	300	58,427	0.51%
HUD	200	11,242	1.78%
Interior	325	64,840	0.50%
Justice	450	111,535	0.40%
Labor	120	15,116	0.79%
NASA	40	20,440	0.20%
OPM	25	3,344	0.75%
SBA	120	4,513	2.66%
SSA	600	66,177	0.91%
State	220	23,982	0.92%
Transportation	206	62,642	0.33%
Treasury	405	151,176	0.27%
VA	800	244,857	0.33%
TOTAL	10,494	1,799,183	0.58%

INITIAL FEDERAL COMMITMENTS BY FISCAL YEAR

FY97	FY98	FY99	FY00
1,962	6,274	1,301	810

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.

DEPARTMENT OF COMMERCE PLAN FOR THE EMPLOYMENT OF WELFARE RECIPIENTS

As the Secretary of Commerce, I have expressed my personal commitment to the hiring of welfare recipients within the Department, and by memorandum dated April 2, 1997, I have asked the heads of our operating units for their commitment as well to help ensure that the intent of the President's directive is carried out within their organizations throughout the United States.

Our Plan recognizes that many welfare recipients may have minimal skills, but some may qualify for higher level work. The goal for placements during the first year is 180. This includes initial hiring for the Year 2000 Decennial Census, which presents a significant potential opportunity to hire welfare recipients. In 1998 we will conduct a dress rehearsal for the Decennial Census and will hire welfare recipients on an experimental basis. We could hire as many as 4,000 welfare recipients to work on this project and related efforts in Fiscal Years 1998 and 1999. Depending on our experience in the dress rehearsal, we could then hire a very significant number of welfare recipients in the Year 2000. Although the jobs will phase out upon completion of the Census, they provide an excellent avenue for welfare recipients to gain work experience.

Our outreach efforts to locate potential employees involve widespread advertising of job opportunities and direct contact with state and local welfare and social service organizations, including those serving veterans and disabled persons. We are also notifying contractors who provide services to the Department of our interest in hiring welfare recipients and encouraging them to do the same. Further, we are continuing to host participants of programs receiving Department or other Federal grants which fund programs to provide individuals with job experience and help them develop qualifications for permanent employment.

While the emphasis of our Plan is on adults, it also encompasses high school age youth to expose them to the workplace and help low-income families improve their financial condition. We plan to expand successful programs already in place in the Department, such as "The Government Connection." This is a model program conducted in partnership with a Maryland high school. The students, a number of whom are from low-income families and some of whom are teen-age parents, may work full-time during the summer and part-time during the school year. The program features an on-site work-study coordinator, who is an employee of the school and a certified classroom teacher. This arrangement enables students to take certain regular high school classes at their Commerce Department work location.

To help ensure the retention of individuals hired through our Plan, managers, supervisors, and human resources specialists will work together to identify training needs and other concerns of new employees. This may include formal, on-the-job training, mentoring, and/or coaching. In addition, our Employee Assistance Programs are available to provide counseling for both employees and family members. We also recognize that transportation and child care may be significant concerns for some new employees. We are seeking to help resolve these concerns by the use of transportation subsidies where funds are available and by exploring the possibility of either increasing facilities for child care or obtaining subsidies from state or local governments to help meet employee expenses for child care.

For the Cabinet Meeting

Thursday, April 10, 1997

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

- o 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 30 field offices throughout the country.
- o 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.
- o Developing staff through orientation, guidance, and training to ensure high job retention and success.
- o Maintaining and promoting a comprehensive confidential Employee Assistance Program which addresses personal, medical, behavioral and substance abuse problems for employees and their family members.
- o 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.
- o 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.

Department of Veterans Affairs

Welfare to Work Plan Executive Summary

In response to President Clinton's call for Federal agencies to identify employment opportunities for persons on welfare, 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. These opportunities are in primarily entry-level clerical, blue collar, and technical positions. We also anticipate approximately four hundred (400) potential employment opportunities for Fiscal Year 98, and we will continue to play a major role in this critical initiative in Fiscal Years 1999 and 2000.

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:

- Establishes local Welfare to Work Program Coordinators.
- Provides guidance on recruitment, networking, employee development, and employee assistance, including child care and transit support.
- Permits VA facilities to restructure positions and to use a wide variety of appointing authorities.
- Promotes the recruitment of graduates of the CWT and VR&C Programs.
- Promotes the hiring of welfare recipients by VA contractors and grantees.
- Encourages VA facilities to host state welfare recipients in training and work experience programs.

Secretary of Veterans Affairs Jesse Brown will:

- Send a message 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.
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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.



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.



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 rests 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."

WELFARE-TO-WORK PLAN: DEPARTMENT OF DEFENSE

The Department of Defense (DoD) is taking an active role in helping the Administration "extend 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.

Q&A on the White House Hiring Plan

Question: When will the White House actually begin hiring welfare recipients?

Answer: We hope to begin actual hiring by mid to late May. Before we are ready to hire we must complete position descriptions, put performance measures in place, and receive candidate referrals. Further, once we target those welfare recipients we plan to hire, they will still be subject to the standard short-term and long-term security screening all White House employees must undergo -- all of which take time.

Question: How does the White House plan compare to other agency plans?

Answer: We encouraged every agency to be creative and develop a plan suited to that agency's unique circumstances and needs. I think every agency did just that, resulting in a lot of very good plans. The White House plan is one such very good plan. Specifically, the White House plan is geared toward hiring welfare recipients and, while they are Federal employees, developing work skills that will carry them through a lifetime of employment. Further, the White House plan will offer its new employees and those who are managing them the support and training to help welfare recipients acclimate to their new work environment and remain in their jobs.

The seven welfare recipients the White House has committed to hiring is 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 workforce.

Question: Did you work with Marriot to develop your plan and how does the White House plan compare to Marriot's hiring plan?

Answer: We talked to many people while developing our plan, including representatives from Marriot as well as three local social service agencies including that in the district of Columbia. Like Marriot's plan, which has been touted as a terrific private sector plan, the White House plan will offer job readiness, on-the-job training geared toward skills development, and the supports necessary to help keep former welfare recipients in their jobs.

Question: What type of jobs will the White House actually fill?

Answer: We are currently ready to recruit for seven existing positions, and we expect to target more positions over the coming months. Right now, we expect 1 welfare recipient to work for the Domestic Policy Council doing support work, 3 to work for the Office of Management and Budget primarily as student assistants hired

under the student hiring authority (these hires would likely be welfare recipients finishing high school or attending community college and must be at least 18 years old); 1 recipient in the Office of Administration to work in the mail room; 1 recipient in the Office Correspondence performing clerical work; and 1 in the office of Public Liaison, also to perform clerical work.

Question: How did the White House decide which offices would hire welfare recipients?

Answer: All of the White House offices surveyed where they have available and suitable positions and which offices would be able to provide the best support mechanisms to help the employees succeed at their jobs. The above offices have both available positions and staff to offer supervision and support.

Additional Welfare Q&As
4/10/97

Question: Having the federal government hire welfare recipients is all well and good, but what are you doing to fix the faults of the welfare bill, as you promised to do when you signed it last August?

Answer: I signed the welfare bill into law because it restores America's basic bargain of providing opportunity and demanding in return responsibility. The law also protects children by guaranteeing medical care and nutrition and by providing \$14 billion for child care.

The best evidence that welfare reform works is the fact that welfare rolls have declined 20 percent since I became President. The decline is in part due to the waivers I granted to 43 states to allow them to take the kinds of tough actions now allowed in the welfare law.

As I said when I signed the bill, I strongly oppose some of the budget cuts the Congressional leaders attached to the welfare reform bill, cuts that have nothing to do with welfare reform. My budget would correct these problems, restoring benefits to legal immigrants who become disabled after entering the U.S. and to children who are too young to naturalize. I would also put a real work requirement into the food stamp law which would help those who want to work but can't find jobs.

Question: You've released new numbers today showing the welfare caseloads declined by 2.8 million or 20 percent since you became President. If the welfare rolls have declined anyway, why did you need to sign the welfare bill?

Answer: The caseload reductions show why I signed the welfare law -- they're the best evidence that welfare reform works. As you know, my Administration granted welfare reform waivers to 43 states so they could impose tough work requirements and time limits and provide incentives that made work pay better than welfare. The caseload decline shows that these kinds of actions work. And now, governors no longer have to petition Washington to put them into effect. The welfare reform law imposes time limits and lets states design sanctions for those who don't work.

Question: Your charts show the federal government plans to hire 1,962 welfare recipients this year and 6,274 next year. What percent of federal jobs will welfare recipients get?

Answer: Last year, the federal government hired about 198,000 permanent and temporary workers. If hiring patterns stay the same, then in 1997, 1 percent of hires would be welfare recipients and in 1998, 3 percent of new hires would be welfare recipients.

Question: Are these jobs temporary or permanent? To what extent will agencies use the Worker Trainee program the President described in his March 8th radio address?

Answer: We did not ask the agencies to provide us with a breakdown of the hiring authorities they plan to use. But the agencies will be submitting reports from now on (monthly at first and then quarterly) that will provide us with more information as they begin hiring.

We asked agencies to use all existing hiring authorities. We expect many will hire welfare recipients into regular civil service jobs. The Census Bureau will be hiring lots of temporary workers during the next four years, as it does for every decennial Census, and it will include 4,000 welfare recipients among those workers. Third, some agencies will make use of the Worker Trainee program. The program, which has been in effect since 1968, 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.

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 employees 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 response 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.

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

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 states and communities 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.

April 9, 1997

WELFARE CABINET MEETING

DATE: April 10, 1997
LOCATION: Cabinet Room
TIME: 1:30 p.m. - 2:30 p.m.
FROM: Kitty Higgins
Elaine Kamarck
Bruce Reed

I. PURPOSE

You will hold the first full Cabinet meeting of your second term to receive responses to your 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 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 encourage their grantees and contractors to hire welfare recipients. You will introduce two Social Security Administration workers who are former welfare recipients and congratulate them on their success. Information on these women is provided below.

During your remarks at the top of the meeting, you will also release new data showing that welfare caseloads have declined nationally by 2,755,000, or 20 percent, during your first term. You will announce 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.

II. BACKGROUND

Following is information on the former welfare recipients you reference in your remarks:

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 in 1989 through a college professor, dropped off welfare the month she was hired, finished her degree and is now working full-time as a Social Security claims representative.

After the press pool leaves you will welcome the Cabinet and proceed with a closed meeting. *Please see separate binder for agenda and background materials.*

III PARTICIPANTS

Pre-brief participants:

The Vice President

Kitty Higgins

Sylvia Mathews

John Podesta

Bruce Reed

Don Baer

Ann Lewis

Elaine Kamarck

Eli Attie

Event participants:

YOU

The Vice President

Members of the Cabinet

Tonya Jo Ann Graham (former welfare recipient)

Rebecca Rae Wilson (former welfare recipient)

IV. PRESS PLAN

Pool Spray at top of meeting.

V. SEQUENCE OF EVENTS

YOU will greet two former welfare recipients in the Oval Office and later reference them in your remarks.

YOU and the Vice President enter the Cabinet Room accompanied by two SSA employees who are former welfare recipients and proceed to podium behind your normal seat.

YOU make remarks and turn to the Vice President for remarks.

WELFARE TO WORK: FEDERAL GOVERNMENT COMMITMENTS BY AGENCY

April 10, 1997

Agency	Total Number of Federal Hires (FY97-00)	Total Federal Civilian Employment	Federal Hires as Percent of Total Federal Employees
USDA	450	96,741	0.47%
Commerce	4,180	34,228	12.21%
Defense	1,605	769,784	0.21%
Education	21	4,496	0.47%
Energy	55	17,494	0.31%
EOP	6	1,513	0.40%
EPA	120	17,157	0.70%
FEMA	125	5,044	2.48%
GSA	121	14,435	0.84%
HHS	300	58,427	0.51%
HUD	200	11,242	1.78%
Interior	325	64,840	0.50%
Justice	450	111,535	0.40%
Labor	120	15,116	0.79%
NASA	40	20,440	0.20%
OPM	25	3,344	0.75%
SBA	120	4,513	2.66%
SSA	600	66,177	0.91%
State	220	23,982	0.92%
Transportation	206	62,642	0.33%
Treasury	405	151,176	0.27%
VA	800	244,857	0.33%
TOTAL	10,494	1,799,183	0.58%

INITIAL FEDERAL COMMITMENTS BY FISCAL YEAR

FY97	FY98	FY99	FY00
1,962	6,274	1,301	810

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

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 SMALL AGENCY 4/10

TY

BACKGROUND ON WHAT WE'RE DOING & WHY IT'S IMPORTANT

WTW -- priority from the beginning

- * Caseload reduction
- * Now, we have to do it again.
 - * When he signed the welfare bill, P challenged
 - * # of recips
 - * # of businesses; non-profits; churches
 - if every business hired one

FED GOVT

- * That's where you come in.
 - * Fed govt -- largest employer
 - * Setting an example
 - * 10,000+ = 1.5% of workforce
- * If fed govt, the largest but also the fastest shrinking employer in America, can do its share, then surely the thriving private economy, with 5% unemployment and 12m new jobs in last 4 yrs, can make this work.
- * Not easy: *xTY + do more*
 - * *Tougher for small agencies*
- * But you have a chance to prove what this President believes, and what brought most of us into govt in the first place, that anybody can make it.
- most people on welfare can work, want to work, and will need the work.
- * power of your example

Jim McConnell, SEC

Bruce Boyd, USIA

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.

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.

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.



"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, 202-846-4054.



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.dolsta.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.