

NLWJC - Kagan

DPC - Box 062 - Folder-002

Welfare-Government Hiring [3]

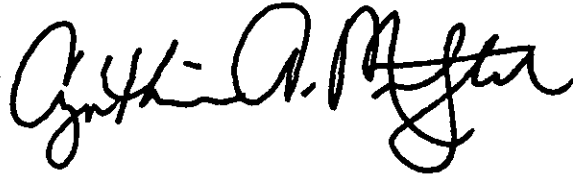
WR - sent to wing

cc: Lyn / Cynthia
(book to Lyn)

U.S. DEPARTMENT OF LABOR
SECRETARY OF LABOR
WASHINGTON, D.C.

MEMORANDUM FOR THE PRESIDENT

FROM: CYNTHIA A. METZLER
Acting Secretary
Department of Labor



DATE: April 2, 1997

SUBJECT: Welfare-to-Work Initiative

'97 APR 2 PM 5:26

I am pleased to transmit the Department of Labor's (DOL) plan in support of your efforts to have the federal government actively participate in the transition of current welfare recipients to employment opportunities. Our efforts will better position recipients to lead more independent lives in the future. We are especially supportive of this initiative given our responsibilities to train and retrain disadvantaged, dislocated, and unemployed Americans with jobs skills necessary for today and the future.

DOL's plan (Enclosure One) was developed with the participation of all our agencies. Our headquarters and regional staff are fully prepared to begin implementation of this plan immediately. The plan addresses the following key components:

Survey of Positions

Part I, the survey of positions for welfare-to-work recipients, projects that we will initiate recruitment efforts for about 50 positions during the remaining portion of Fiscal Year 1997. The positions identified are predominately clerical in nature and are divided between our headquarters and our regional offices. This number significantly exceeds our initial estimates for the next six months and we fully expect that DOL's commitment will continue in Fiscal Year 1998 with more positions identified in support of this effort.

Outreach and Recruitment

Part II outlines our outreach and recruitment plan to fill these positions. We have actively and successfully utilized targeted recruitment strategies in filling our other positions with diverse candidates who have a variety of different skill sets.

Training, Development and Continuing Education

Part III summarizes our training, development and continuing education approach to ensure the successful transition, performance and retention of newly hired welfare recipients. The investment that agencies make in ensuring that welfare recipients receive necessary workplace

introductory training, job skill development, and continuing education and support services is crucial to the initiative's success. We have previously utilized a more modest version of this approach in training new clerical employees and have placed more than 100 such employees throughout DOL since its inception.

Support Services and Other Efforts

Part IV addresses child care and transit subsidy support issues to ease the transition of welfare recipients to work. In addition, it outlines our plans in relation to expanding participation in this initiative by DOL contractors and grantees.

In addition to working on our individual plan, the Department's Employment and Training Administration and our Human Resource Center staff have worked closely to develop guidance and support for other federal agencies. DOL participated in the Office of Personnel Management's (OPM) briefing for all federal human resource managers on resources available from DOL. During that session, we demonstrated the components of the DOL Website, developed specifically to assist federal agencies in support of the welfare-to-work initiative. The website address is <http://www.doleta.gov/ohrw2w>.

To further assist the federal community in this important initiative, we have published a one-stop resource guide entitled, "Tapping a New Workforce: From Welfare to Work in the Federal Government." The guide provides federal agencies with a comprehensive desk reference for identifying the welfare population, conducting recruitment, making selections, conducting training and developing retention strategies. This information can also be found on the DOL Website. We will work with OPM to ensure that this material is received by federal human resource directors.

DOL has received several requests for briefings and assistance, including the Department of Treasury. We are also exploring partnerships with several agencies, including the Department of Defense and Environmental Protection Agency, on our training and development approach.

Enclosure Two summarizes DOL's efforts in support of this initiative to the federal and non-federal community and the resource guide.

I look forward to briefing you on DOL's plan at our upcoming Cabinet meeting.

Enclosures


cc: Bob Stone
National Performance Review

ENCLOSURE ONE



U.S. DEPARTMENT OF LABOR

WELFARE TO WORK PLAN


CYNTHIA A. METZLER
Secretary of Labor (Acting)

APR 2 1997

DATE

U.S. DEPARTMENT OF LABOR
PART I. SURVEY OF POSITIONS FOR WELFARE TO WORK

The U.S. Department of Labor surveyed its organizations to determine in which agencies and for which categories of positions we can most easily hire welfare recipients, both in the Washington, D.C. area, and in the field. We established goals as guidance to our agencies. The Department is happy to indicate that our agencies' submissions far exceed these goals. Our goal for FY 1997 was 35 and we have identified 50 positions to be filled under this initiative. These positions are located not only in our National Office but also are spread throughout key regional locations, and other significant employment locations in the field. Specifically, the positions range in grade from GS-1 through GS-4 and are general clerical, Mine Inspection Aides, Veterans Program Assistants, and Alien Certification Clerks. Twenty-two positions have been targeted for the National Office in Washington, D.C. and twenty-eight for the regional offices.

Our goal for FY 1998 is 70 positions. We firmly believe that we will exceed this goal as well. Based upon our success during FY 1997, we will have experience to build upon for FY 1998 in order to assist these individuals transition into the workforce and establish successful careers with the Government.

In addition to the jobs we are going to fill, we will also be asking DOL managers of DOL offices to work with local organizations to explore opportunities to offer nonpaid internships, or mentoring and shadowing experiences in support of the larger Presidential objective of preparing welfare recipients for gainful employment.

U.S. DEPARTMENT OF LABOR
PART II. OUTREACH AND RECRUITMENT PLAN FOR WELFARE TO WORK

The Department of Labor has initiated and/or participated in a wide variety of activities to assist in increasing the representation of minorities, women and persons with disabilities in the Department. We plan to build on our current outreach and recruitment program to establish a pool of welfare recipient candidates. OPM has issued the requirement to use the Federal Job Opportunity Line (FJOL) to inform the public of job opportunities and the Department's plan to supplement this recruitment effort by directing intensive recruitment efforts to providers of services to welfare recipients.

■ **Outreach - Targeted to Organizations Providing Services to Welfare Recipients**

Contacts will be made using the DOL ETA website which will allow us to tap into resources by identifying those organizations which can provide a pool of welfare recipients. We will target JTPA liaisons and local Service Delivery Area Directors, State Employment Service Directors, Local One-Stop Site Coordinators, Job Corps Center Directors, National Program Grantees and State Welfare Agency Directors. In addition, we will work closely with Private Industry Councils (PICs) to establish liaisons that will assist the Department in accomplishing the goals of this initiative. We will work with these contacts to obtain names of individuals who the organization has identified as interested in our positions and are welfare recipients. These organizational contacts will make the initial contact with the candidates and encourage them to apply. At the same time they will send us the names of these potential candidates. In the regions, these outreach efforts will be coordinated with the Federal Executive Boards, which can serve as key clearinghouses of information in terms of passing on information to other Federal agencies, and to points of contact at PICs.

During the first year of this effort, it is anticipated that a large portion of welfare recipients will be hired in the Washington, D.C. metropolitan area. In the Regions, however, the numbers in each Federal Agency may not initially be as great, due to the need to establish the infrastructure necessary to provide initial training, long-term development activities, and other support services. To this end there will be a greater need to work collaboratively throughout the Federal agency community to achieve timeliness, economy and efficiency in these efforts. As a byproduct of the DOL mission in the JTPA Program, there is a natural leadership role for DOL to take in supporting this initiative. To this end, we will work through the Federal Executive Boards and other Federal Agency consortia structures to establish local contacts for referral, training, development and support services. Initial efforts have already begun in our regions to explore partnering with state agencies who receive JTPA grant funds to determine what training will be necessary for the majority of the targeted candidates, who will provide it, and what potential role the DOL regions' Career Assistance Centers (CAC) can assume in this effort, for the benefit and convenience of the Federal-wide community. Efforts are also under way to explore the collaborative development and coordination training and support services.

■ **Participation in Career Fairs and Conferences**

DOL plans to hold career fairs at the locations of the service providers, i.e., Welfare Agencies, State Employment Agencies, etc. In conducting the fairs at these sites we will be

able to target a pool of welfare recipients from which to recruit. We also plan to advertise our positions locally.

- **Expansion of Mailing Lists**

DOL has recently updated its mailing list to include a database of educational and non-academic organizations and their key points of contact. As new contacts are established as described above, our mailing lists will be updated to include them.

- **Wide Distribution of Vacancy Information**

The Department currently uses the Internet (the USA Jobs Website (OPM's site), and the Federal Jobs Opportunity Line) to distribute information about DOL vacancies as well as the mailing lists described above. Vacancy information will also be provided to State Employment Services, JTPA grantees and to other common providers of services to welfare recipients.

U. S. DEPARTMENT OF LABOR
PART III. TRAINING, DEVELOPMENT AND CONTINUING EDUCATION

PURPOSE:

The U.S. Department of Labor will assist participants of the Worker-Trainee Assistance Program (WTAP) by providing a comprehensive and continuous developmental program which is designed to offer former welfare recipients with the transitional skills needed to be successful in government employment. Participants enter-on-duty on the same day (class size will determine single or multiple EOD date) and stay together for 4-6 weeks of training and development. The training experience consists of an initial six-week developmental program, on-the-job training, and course offerings which address critical workplace skills such as time management and working in teams. Each participant will be assessed to determine their individual development needs which will be incorporated into their individual development plans. The participant will also receive technical training that is unique to the type of occupation or organizational component.

Within the DOL regional structure, participants will also receive comprehensive training. DOL will seek to coordinate with other federal agencies and possibly franchise training and development services.

The Department will also provide training for managers and supervisors who are responsible for overseeing and/or training WTAP employees. This component is designed to familiarize supervisors with the Department's goals and objectives for the WTAP and their roles and responsibilities for providing participants with a meaningful work experience. Supervisors will also become aware of the support services that will assist them in managing the development of participants.

The courses and services outlined below have been available to newly hired, minimally skilled employees. These have proven to be very successful in developing employee skill levels, transitioning them to the world of work, and retaining them as part of the DOL workforce.

TRAINING PROGRAM:

WORKER-TRAINEE COMPONENT

The following are the training components for the WTAP six-week developmental program:

- **ORIENTATION** - One-week introductory course which addresses the mission and responsibility of the Department of Labor, WTAP program requirements and benefits, skills assessment and individual development planning and work ethics.
- **WORKPLACE SKILLS** - Participants will attend workshops that will enable them to acquire the critical competencies for successful performance in the workplace. Training will address office skills, time management, communications, working in teams and computer literacy.
- **TRANSITIONAL SKILLS** - This training is designed to assist worker-trainees in developing the skills to assist in managing the transitional change from welfare to the world of work. Participants will receive training in image building and building self-esteem, balancing home and work, managing change and stress, and financial planning.

- **TECHNICAL TRAINING** - Occupational specific training which is unique to the job.
- **ON-THE-JOB TRAINING** - Worker-trainees will receive a variety of meaningful work experiences to assist them in becoming a dependable, productive employee and team member. Beginning in the second/third week participants time will be divided between the work site and training.
- **CONTINUOUS DEVELOPMENT** - Participants will be encouraged to participate in continuous learning activities that will improve their workplace competencies, life management skills and successful job retention.

MANAGERIAL COMPONENT

- Managers and supervisors will participate in an orientation program which will familiarize them with the department's worker-trainee program, roles and responsibilities, individual development planning, mentoring and assignment of job coaches. Supervisors will receive information on employee support services (i.e., worklife programs, employee assistance programs and health services).

TRAINING DELIVERY AND METHODS

- **CLASSROOM TRAINING** - The Department of Labor will offer a variety of training courses through its education and training delivery system located in the national office and within the regional components. The department's current course offerings such as time management, working effectively in teams, conflict management and computer literacy will be customized to fulfill the needs of the program participants.
- **ON-THE-JOB TRAINING** - Participants will receive experiential development through carefully selected tasks which are assigned based on the level of difficulty and the participant competency level. Rotational assignments will be used to acquaint the participant with a variety of work processes, while also enabling the supervisor to assess the employee's strengths and difficulties.
- **PARTNERING FRANCHISED SERVICES** - The training delivery for DOL employees located in the regional structure and out stationed locations is achieved through partnering franchised services. DOL agencies, along with other federal agencies can share the training resources in these regional locations to meet the developmental needs of the wtap program.

Training delivery for the WTAP can be franchised, along with the current career transition training that is currently offered in the regional locations. critical workplace and transitional skills, along with basic dol orientation guidance will be offered based on needs of participants.

- **EXTERNAL SOURCES**

-Linkages will be maintained with local state delivery systems (i.e. JTPA, welfare agencies, etc) to take advantage of training resources that are available to supplement the needs of program participants.

-Training offered through other federal agencies (i.e., USDA, GSA, etc.) will be utilized to address workplace, transitional or technical skills that are not available in the department of labor.

- Colleges and universities

SUPPORT SERVICES

■ **WORKER-TRAINEE**

CAREER COUNSELING - Participants will have access to a full array of career counseling services provided through the department's career assistance center. During their first week of employment, individuals will participate in assessment exercises which will assist in determining their skills and interest and provide input for the participant's individual development plan. Career counselors will be available to conduct individual counseling as needed.

MENTORING - Mentors will be assigned to assist participants in transitioning to the world of work. Their overall responsibility is to provide advice, counseling and feedback during the training experience of program participants. Mentors will serve as role model and resource person for keeping the participant's focus aligned with program objectives.

JOB COACHES - Participants are assigned job coaches who will be responsible for facilitating the daily activities of the participants. The job coach will monitor the participants work and be available to provide feedback on progress. Routine questions about the assignment can be addressed first, by the job coach and elevated to the supervisor for further clarification. Job coaches, like mentors will serve as role models and resource persons throughout the participant's development.

EMPLOYEE ASSISTANCE PROGRAM (EAP) - Individuals will have access to services of the employee assistance providers in order to assist them in making a successful transition to the world of work. These services are available throughout the developmental experience.

■ **MANAGERS AND SUPERVISORS**

EMPLOYEE ASSISTANCE PROGRAM (EAP) - Managers and supervisors will participate in an orientation program which will familiarize them with services available through the EAP. This information will assist supervisors in dealing with issues requiring EAP referral services.

CAREER RESOURCE CENTER - Provide support in developing participant's individual development plans, mentoring program and individual counseling.

U.S. DEPARTMENT OF LABOR
PART IV. SUPPORT SERVICES AND OTHER EFFORTS

The Department of Labor recognizes that our ability to hire and retain current welfare recipients as part of the permanent workforce is contingent upon our ability to provide a range of support services and a work environment which is responsive to the needs of low income workers. We are also involved in other efforts to support the larger goals of the Presidential initiative which will promote greater employment opportunities to current welfare recipients.

■ **Child Care**

A survey of current federal day care facilities, particularly in Washington D.C., indicates insufficient space to meet anticipated requirements for child care services to these potential employees. In addition, the current pricing structure, even with its income-based sliding scale and potential scholarships or subsidies, exceeds the level which can be afforded by those entering as Worker-Trainees. DOL will be looking to GSA for possible providers, as well as identifying community-based care providers to meet the anticipated level of need in this area both in terms of numbers and cost.

■ **Transit Subsidies**

DOL is currently negotiating with its two unions which represent its headquarters and field employees, to provide transit subsidies to our current workforce. Employees hired under the welfare-to-work initiative will be immediately eligible to receive the same benefits as negotiated for our current DOL workforce.

■ **Promoting the Welfare-to-Work Initiative Among Grantees and Contractors**

The Department of Labor has begun work with the National Performance Review on an approach which would encourage and promote the recipients of DOL-administered grants and contracts to hire current welfare recipients. We anticipate an initial mailing within the next few weeks to DOL contractors and grantees, encouraging their participation in this initiative.

ENCLOSURE TWO



U.S. DEPARTMENT OF LABOR
ENCLOSURE II. INITIATIVES IN SUPPORT OF WELFARE-TO-WORK
INITIATIVE

The Department of Labor has initiated and/or participated in numerous activities in support of the welfare to work initiative. As the Agency which has as part of its mission the responsibility for equipping people for first jobs, new jobs and retraining them for employment, we actively assisted other federal agencies in meeting this challenge. We have also entered into partnerships with federal and non-federal entities to facilitate the employability of welfare recipients. We plan to build on these initial activities and expand our partnerships to other federal and private sources.

NATIONAL LEVEL

■ **ASSISTANCE TO FEDERAL AGENCIES**

■ **GOVERNMENT-WIDE PRESENTATION:**

On March 9, 1997, the Department was one of the key presenters at the government-wide meeting of federal human resource managers convened by Office of Personnel Management. We provided comprehensive information on the U.S. Workforce Development System and the related programs and services available throughout the nation which are available through the DOL website. Also, distributed an agency prototype plan and training/development program.

■ **AGENCY BRIEFINGS AND INFORMATION TO FEDERAL AND NON-FEDERAL GROUPS:**

Staff from the Department's Employment and Training Administration (ETA) and the Office of the Assistant Secretary for Administration and Management's (OASAM) Human Resource Center conducted a briefing for the U.S. Treasury Department on DOL's Agency Plan and strategy for fulfilling the welfare to work mandate.

We also responded to other agencies' (e.g., Department of Defense, Environmental Protection Agency, and U.S. Department of Education) inquiries on our plan for hiring, training and supporting the new employees

On March 24, 1997, the Department's Employment and Training Administration issued an information notice on the welfare-to-work initiative to the State Joint Training Partnership Act (JTPA) Liaisons, the State Employment Security Agencies, the State Worker Adjustment Liaisons and the One Stop Career Center System Leads. This notice served to promote the welfare-to-work initiative and encouraged these service providers, as well as their local counterparts, to be active partners with federal agencies in order to meet the President's objective.

■ **RESOURCE GUIDE, INFORMATION AND DOL WELFARE TO WORK WEBSITE:**

The Department quickly responded to the welfare-to-work initiative by creating two products - a resource guide that provides information on resources available within the Workforce Development System and a Website, <http://www.doleta.gov/ohrw2w>, which is geared to assisting federal human resource personnel in the hiring of welfare recipients.

The resource guide, entitled "Tapping a New Workforce: From Welfare to Work in the Federal Government," contains comprehensive information on the U.S. Workforce Development system, programs and services, and a prototype agency plan for hiring welfare recipients and information on recruiting, hiring, orienting, supporting and retaining these individuals in the world of work.

The website contains the resource guide and provides links to other relevant documents and websites to allow federal, state and local Government entities to share pertinent information on this initiative.

■ A cross-cutting Ad Hoc Agency team on Welfare Reform has been established to identify and discuss issues which impact on DOL programs and activities which may affect welfare recipients. The group has been meeting since late last fall and has discussed issues such as research findings, practices, and status of what is happening between the employment training programs and the welfare reform events. Each program within the Employment and Training Administration has focused on how they can assist the welfare population:

- * JTPA - providing local training, services including career assessment and counseling, better labor market information, job search assistance, job training and placement services;
- * Employment Service and One-Stop Career Centers - providing referral for employment and training services, including the full range of basic placement services, as well as using the existing authority for tax credits directed at welfare recipients;
- * Unemployment Insurance - assisting in the establishment of the new hire directories, collection of quarterly wage reports, authorizing data to the State and local child support enforcement agencies and address the intercept of Food Stamp over issuances;
- * Job Corps - providing residential and non-residential training, education and supportive services, including on-site child care at some centers; and
- * Other National Programs - providing employment and training services to special target populations such as Indians Native Americans, Migrant and Seasonal Workers and Older Workers.

In addition, ETA is developing a casebook of successful welfare-to-work programs from around the country which will showcase different approaches and designs. This casebook will be shared with the JTPA system to be used as a technical assistance tool to assist other States and Service Delivery Areas to implement success welfare-to-work models with a target date of late July 1997. Also, ETA plans to develop additional tools that will permit the employment and training community to better focus its efforts on the welfare population.

■ **PARTNERSHIP WITH FEDERAL AGENCIES AND NON-FEDERAL GROUPS:**

* The Department has discussed a partnership with the Department of Defense (DOD) whereby DOL would provide train-the-trainer course curriculum and modules for their use in training and developing welfare-to-work recipients and managerial staff.

* The Department will also partner with the Environmental Protection Agency (EPA) by providing training to individuals hired in the Washington Metropolitan area.

* The Department's eleven Career Assistance Centers located in Washington, D.C. and its ten field locations will make their career assistance and management services available to other federal agencies and the Federal Executive Boards.

* As an agency interested in facilitating the employability of individuals, the Department is constantly seeking opportunities to effectuate this goal. Recently, during National Women's History Month, the Department's Office of the Assistant Secretary for Administration and Management (OASAM), Women's Bureau (WB), Bureau of International Labor Affairs (ILAB), and the Office of the Secretary (OSEC) sponsored a clothing and accessory drive for the community organization, Suited for Change.

This organization provides professional clothing and development training to low-income women seeking employment. The drive was successful in providing over 600 articles of clothing. Additional clothing drives will be conducted quarterly to continue to support this community organization and its very worthwhile services.

* The Department of Labor Women's Bureau will also be working to promote this initiative through several activities. These include 1) addressing the welfare-to-work issue at the National Working Women's Summit to be held on June 5, 1997; 2) working with the Department of Transportation to ensure that the Federal funds received by the States under the Intermodal Surface Transportation Efficiency Act (ISTEA) Reauthorization also supports the transitional, child care and transportation cost of persons in transition from welfare-to-work; 3) providing pre-apprenticeship and/or paid apprenticeship training to welfare dependent women in skilled nontraditional occupations in the transportation industry and other high-wage non-construction industries, i.e., telecommunications and high wage health care technologies and 4) through a cooperative agreement with the National Council of Negro Women, assisting in outreach activities aimed at women's employment, training and business opportunities, as well as advancing opportunities available to African American women which correspond to the President's challenge to help transition welfare recipients to work.

■ MEMORANDA OF UNDERSTANDING:

* Department of Labor and the Department of Veterans Affairs -The Department of Labor, Veterans' Employment and Training Service (VETS) and the Department of Veterans Affairs (VA) recognized that improved cooperation and coordination between these two agencies would provide disabled veterans with the best possible employment and training services. The ultimate goal is successful placement and adjustment to employment, for disabled veterans without duplication, fragmentation, or delay in the services provided. A portion of the disabled veterans population serviced by these agencies are individuals receiving welfare benefits as well as homeless veterans.

To accomplish a more coordinated effort between these two agencies, VETS and VA implemented a Memorandum of Understanding on August 1, 1995. As a result of this more coordinated effort there has been an increased employment rate and percentage of placement. Also, feedback from the veterans organizations has been very positive.

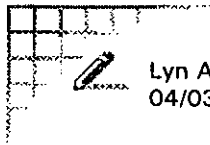
REGIONAL LEVEL

■ Department's Office of the Assistant Secretary for Administration and Management and its Regional Administrators have already taken a leadership role in contacting the Federal Executive Boards in their regions and made offers to partner with them in the welfare to work initiative.

■ Also, the OASAM and ETA Regional Administrators are reaching out to the other Federal agencies to ensure they are fully aware of the role and value that the employment and training community can serve.

The Department is very proud of all the initiatives which we have undertaken or participated in to date and we will aggressively seek other opportunities to promote and embrace this initiative.

WR -swt hiring



Lyn A. Hogan
04/03/97 04:51:57 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP

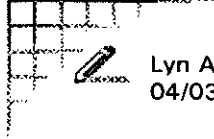
cc: Cathy R. Mays/OPD/EOP, Cynthia A. Rice/OPD/EOP, Elisabeth Stock/OVP @ OVP

Subject: Small Agency Meeting

The VP is booked so Elaine Kamarck will speak. To accomodate Elaine's schedule, the meeting **will now begin at 10:30**. We are still waiting on Sec. Shalala, but it looks good. This will basically be a rah rah type of meeting to thank the small agencies for participating, talk about the importance of the welfare to work "movement", and get them excited about hiring welfare recipients.

Bruce--you, Elaine and Sec. Shalala will speak followed by James King. We'll then have a couple of small agencies with good plans present their plans. It will be pretty straight forward.

WR - put hiring



Lyn A. Hogan
04/03/97 03:18:58 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP, Cynthia A. Rice/OPD/EOP
cc: See the distribution list at the bottom of this message
Subject: Small Agency Meeting on White House Hiring

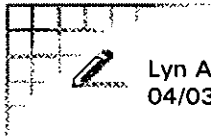
Right now, we have room 450 OEOB reserved for Thursday, April 10 from 10:00 a.m. until noon for a meeting with the 120 non-cabinet agencies who will be submitting welfare recipient hiring plans but will not be part of the afternoon cabinet meeting. We also have a scheduling request in for the VP and a verbal request into Sec. Shalala's office for them to speak at the meeting.

Bruce and/or Elena, can you put this meeting on your schedule and attend as well? One of you should probably make opening remarks and introduce the VP and/or Sec.

Message Copied To:

Cathy R. Mays/OPD/EOP
Laura Emmett/WHO/EOP
Diana Fortuna/OPD/EOP
Elisabeth Stock/OVP @ OVP
Kathryn O. Higgins/WHO/EOP
Anne E. McGuire/WHO/EOP

Wp - part living



Lyn A. Hogan
04/03/97 02:40:12 PM

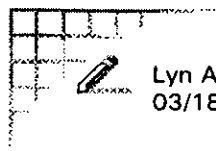
Record Type: Record

To: Elena Kagan/OPD/EOP
cc: Cynthia A. Rice/OPD/EOP
Subject: OPM Project and Numbers

Elena,

Just FYI, Bob Stone's conversation with Bruce resulted in Bob challenging all of the agencies to collectively directly hire 11,000 welfare recipients. Bob apparently told the agency group that the Federal government represents 1.5% of the workforce so should hire 1.5% of the welfare recipients that must be in work by the year 2000. Therefore, all of the agencies went back today and put numbers in their plans. It looks like we will now have public numbers (I'm not sure this is what Bruce wanted from the conversation but it's what Bob did.)

FILE WR-gvt hiring



Lyn A. Hogan
03/18/97 07:58:23 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP
cc: Cynthia A. Rice/OPD/EOP, Diana Fortuna/OPD/EOP
Subject: OPM Hiring Proposal

I am meeting a couple of times a week with OPM and NPR to ensure that the implementation process runs smoothly. So far, so good. However, a couple of questions were raised today that I told them I'd ask you both and then pass on the answers.

1) At the point agencies assess their success, can they count welfare recipients hired before March 8, 1997 or must they count from March 8 on? *starting when*

2) The primary goal of agency plans will be to **directly** hire welfare recipients. Can agencies also encourage government contractors to hire welfare recipients, and then count those recipients when reporting progress? This is an issue particularly relevant to NASA and similar high tech/science-based agencies that contract out a tremendous amount of work and have few in-house entry level jobs. NPR and OMB say doing so is legal and there is precedent for it. The only question is whether we want agencies to include this option or not. *Yes - separate cut*

3) Same question for federal grantees.



4) The Postal service is a quasi-governmental agency so is not covered under this directive. Do we want to include them? (We should--lots of entry-level jobs.) NPR and OPM think that if we want to include the postal service-, one of you (Bruce or Elena) should call Runyon directly. *Yes - try*

5) Are we, at the DPC, going to hire a welfare recipient? (This question came up at today's *what kind?* earlier White House meeting, not at the OPM/NPR meeting.)

THE WHITE HOUSE
WASHINGTON

Office of Legislative Affairs
House Liaison
Fax Cover Sheet

Bruce -
Yikes. What does
leg aff say wdo?
Elean

File-WR - just hiring

Date: 3/26

To: Elean Kegan

Fax Number: 456-7028

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

Comments: RYTO
[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

Congress of the United States

House of Representatives

COMMITTEE ON GOVERNMENT REFORM AND OVERSIGHT

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-8143

(202) 225-6074

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.

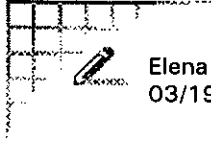
Committee rules provide that testimony should be submitted to the Subcommittee office at least 24 hours in advance of the hearing. Therefore, please submit 100 copies of your testimony to the Subcommittee offices, in Room B371C Rayburn House Office Building, by Tuesday, April 23, 1997, at 9:30 a.m. We 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 circular stamp. The signature is somewhat stylized and overlaps the text of the stamp.

John L. Mica
Chairman
Civil Service Subcommittee

FILE] We - just hiring




Elena Kagan
03/19/97 08:41:46 AM

Record Type: Record

To: Lyn A. Hogan/OPD/EOP

cc: Bruce N. Reed/OPD/EOP, Cynthia A. Rice/OPD/EOP, Diana Fortuna/OPD/EOP

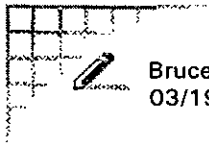
Subject: Re: OPM Hiring Proposal 

1. starting from when? It would seem a bit peculiar to count any welfare recipient ever hired. Do they mean starting from when the welfare bill was signed? that would make more sense. But even if they report earlier progress, I think we should also make them keep track from the time of the directive.

2&3. Agencies should definitely encourage contractors and grantees to do this and should definitely keep track of their success. But they should separate these numbers out, so we can know what is attributable to what.

4. We should try to get a commitment from the postal service.

5. I don't think we know yet. My understanding is that Jodie thinks the EOP jobs for welfare recipients should come from outside the White House proper. Is this wrong?



Bruce N. Reed
03/19/97 10:00:34 AM

Record Type: Record

To: Lyn A. Hogan/OPD/EOP

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

Subject: Re: OPM Hiring Proposal

I agree with Elena's points. The best way to get the Postal Service to move is to ask Elaine Kamarck to call Marvin Runyon, who she's very close to. As for the DPC hiring a welfare recipient, I told Sylvia that if I could identify one, I would demand another slot.

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

March 8, 1997

March 8, 1997

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Government Employment for Welfare Recipients

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

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

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

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

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

(OVER)

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

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

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

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

WILLIAM J. CLINTON

#

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

March 8, 1997

RADIO ADDRESS OF THE PRESIDENT
TO THE NATION

The Oval Office

10:06 A.M. EST

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

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

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

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

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

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

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

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

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

I want these agencies to use the Worker-Trainee program, which the government already has in place, to train workers quickly and move them into entry-level jobs. Then if the people do well for three years, they can join the civil service. And I am asking every member of my Cabinet to prepare a detailed plan for hiring welfare recipients -- what jobs they will fill, how they will recruit welfare recipients, how they will make sure these people have the chance to

work hard, perform well and, thereby, deserve to keep their jobs. The members of the Cabinet will present these plans to me in one month at a special Cabinet meeting.

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

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

Thanks for listening

END

10:12 A.M. EST

WR - part living

Pete Higgins -
~~rec the~~
~~reapplying 98 team~~
~~310-205-7056~~

~~Seth Harris 219 6181~~

~~Mary Tentinkoff 606-0800~~

~~Lyn 5:00 ✓ 65367~~

~~Dog Ender 383-6051~~

~~Melinda 53923~~

~~Richard 61611~~

~~3~~ ~~OMB~~ ~~OMB~~ ~~OMB~~
Ding Walker
700
John C. F.

Direct GBA

review c-care subsidy
programs - how to
help 1-inc p afford
child care.

- local (1) - direct app to what
of ~~rehab~~ ~~care~~ ~~people~~ ~~resource~~ ~~people~~ ~~resource~~
- (2) - 2 pr but c. subs/care ~~pub each~~ ~~individ.~~
- (3) - DOD lay ~~pub each~~ ~~individ.~~
- expanding fed af
c care app

Draft 3/7/97 8pm

**PRESIDENT WILLIAM J. CLINTON
RADIO ADDRESS ON WELFARE
March 8, 1997**

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

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

Last summer, we took the most dramatic step of all, when I signed bipartisan welfare reform legislation. It imposed time limits, required work, and extended child care and health care to people so they can move from welfare to work.

The new law ended the old welfare system. We said to those on welfare: responsibility is not an option . . . it must be a way of life.

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

This cause must engage the energy and commitment of everyone in our society -- businesses, houses of worship, labor unions, universities, civic organizations, as well as government at every level.

Above all, we must harness the private sector to bring jobs and hope to our hardest-pressed neighborhoods. We are working with leaders of American business to help mobilize other businesses to hire people off welfare. My balanced budget plan would give businesses tax incentives to hire people off welfare . . . and it would give job placement firms a bonus for every person they place in a job.

States can do more, too. I have called on every state to use the power that has now been

given to them under the new welfare law, to turn welfare checks into private sector paychecks.

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

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

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

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

The job of moving people from welfare to work won't be easy. But we need to help them as they help themselves.

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

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

Commission - ~~1/18~~
Hate Crimes Conf - Pres/VP
"Teen Pregnancy" type thing.

Civil Rts
← Another mtg
Wednesday

Patrolist → Women's
Marching leg.

Teen pregnancy -
note to POC -
where is it?

~~1/18/18 Women~~

~~March 20 - Reintro of ERA~~
Welfare - kinship care

Infrastructure bank for
schools

Child care - pub/priv
partnership.

← welfare - ESA?
Treasury?

David Keating

vol database on home
health care

WR - gov living

WHITE HOUSE STAFFING MEMORANDUM

8:45 a.m.

DATE: 3/7/97

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

SUBJECT: Radio Address

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	McCURRY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BOWLES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	McGINTY	<input type="checkbox"/>	<input type="checkbox"/>
McLARTY	<input type="checkbox"/>	<input type="checkbox"/>	NASH	<input type="checkbox"/>	<input type="checkbox"/>
PODESTA	<input checked="" type="checkbox"/>	<input type="checkbox"/>	RUFF	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MATHEWS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input type="checkbox"/>	<input type="checkbox"/>
RAINES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	REED	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BAER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SOSNIK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ECHAVESTE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	LEWIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EMANUEL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	YELLEN	<input type="checkbox"/>	<input type="checkbox"/>
GIBBONS	<input type="checkbox"/>	<input type="checkbox"/>	STREETT	<input type="checkbox"/>	<input type="checkbox"/>
HALE	<input type="checkbox"/>	<input type="checkbox"/>	SPERLING	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HERMAN	<input type="checkbox"/>	<input type="checkbox"/>	HAWLEY	<input type="checkbox"/>	<input type="checkbox"/>
HIGGINS	<input type="checkbox"/>	<input type="checkbox"/>	WILLIAMS	<input type="checkbox"/>	<input type="checkbox"/>
HILLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	RADD	<input type="checkbox"/>	<input type="checkbox"/>
KLAIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>E. Kagan</u> →	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BERGER	<input type="checkbox"/>	<input type="checkbox"/>	<u>E. Kamarck</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LINDSEY	<input type="checkbox"/>	<input type="checkbox"/>	<u>Waldman</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
			<u>Jodie Torkelson</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Comments to Michael Waldman.

RESPONSE:

Draft 3/7/97 7pm

**PRESIDENT WILLIAM J. CLINTON
RADIO ADDRESS ON WELFARE
March 8, 1997**

'97 MAR 7 PM6:58

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

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

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

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

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

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

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

spearhead an effort among businesses to hire people off welfare.

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

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

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

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

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

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

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

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

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

Clinton Seeking Ways for Government To Put Welfare Recipients on Payroll

By Stephen Barr
Washington Post Staff Writer

President Clinton, who has frequently urged business leaders to employ welfare recipients, is himself looking for ways that the administration might do some hiring off the welfare rolls.

Because of normal work force turnover and the need for extra hands during the summer, the government hires thousands of forestry and park laborers, mail and file clerks, equipment operators and health care aides each year. Administration officials say Clinton is exploring whether any of those jobs could be filled by people on welfare.

The White House is also considering having federal offices around the country reach out to persons losing welfare benefits under the reform law passed by Congress last year. Agencies, for example, could help provide day care and transportation for such workers, the officials said.

Bombs Found After Arrest In Georgia

Associated Press

ROOPVILLE, Ga., Feb. 28—A cache of 16 bombs was found in the home of a theft suspect who was wounded in a gun battle with the sheriff's deputies today.

There was no indication that Aubrey Mark Turner had any connection with the recent bombings at an abortion clinic and a gay bar in Atlanta or with the bombing at Centennial Olympic Park last July, officials said.

"There is

Elena Kagan, deputy assistant to the president for domestic policy, said the president has not made a decision. "There are questions about how to do this," she said. "When it comes to the government and governing hiring, there are lots of rules and regulations and complexities. Part of the challenge is finding your way through those, [so] that really achieves the goal to hire welfare recipients.

She added, "It's not an easy undertaking, but the president is committed to doing it and will do it."

In theory, anyway, the federal government could make a significant contribution since it is one of the largest employers in the country. The task of making federal workers out of welfare recipients would also present a huge challenge, however.

The government hired about 200,000 workers in fiscal 1996, but 71 percent of those were for temporary jobs. Some of these positions lead to permanent civil service positions, but the White House will likely have to assess whether such part-time or seasonal work would provide sufficient income for welfare recipients.

The White House also may have to allay concerns that the government would be creating a "jobs program" that favored welfare recipients. Kagan disputed that suggestion, saying, "I don't think we see political sensitivity in asking government to do what the president is asking the private sector to do."

White House domestic policy adviser Bruce Reed and Office of Personnel Management Director James B. King are studying a set of options to present Clinton.

One option would expand the government's "worker-trainee" program, started in 1968. The program allows agencies to quickly and easily hire low-skilled persons into jobs that provide training and develop-

ment. After three years, the trainees can be converted to regular, career civil service status.

Welfare recipients also could be hired under the government's Federal Student Educational Employment Program, which provides career-related work experiences that may lead to permanent federal jobs. The program was designed to attract high school and vocational students into the government. Wages range from \$13,000 to \$17,000 a year, with some agencies providing tuition assistance to the students.

A third option under review by Reed and King calls for the creation of a new hiring program so that welfare recipients would get jobs without competing against other civil service applicants.

To ease commuting woes, officials said, welfare recipients could also be allowed to take part in the government's Fare Subsidy Program, which allows agencies to subsidize the transportation costs of employees. The government, through the General Services Administration, operates day-care centers, a program that also might be expanded to include welfare mothers.

Federal agencies have cut staffing by about 250,000 workers since Clinton took office, as part of the administration's effort to downsize government. A number of agencies also face shrinking budgets in future years, a prospect that may complicate the hiring or replacement of full- and part-time workers.

Agencies will probably need extra money from Congress to train welfare recipients, said Robert M. Tobias, president of the National Treasury Employees Union. "Right now, the federal government is in a very difficult position in providing the necessary training to current employees," he said.

1.]

Target #s -

no - let caps all so diff -
 envelope should give #s
 each of define own plan
 some may will decide
 target #s are best way
 motivating.

2.]

Don't expect it to cost anything
 One of usual funds Dept's &
 personnel perform
 Most Dept's built in rec.
 activities as part of normal
 budget. Expecting caps
 to make this a priority
 within existing budget.

3.]

Date for Cab mtg -

approx 30 day

4] Aren't we advocating?

NOT creating any
preference/^{incentive} such as
one exists for vets.
Encouraging ^{leads to}
unauth they already
have.

5] Why? Lots of poor unemployed people

A - Mky no apologies abt fact
That's simple means of ch - yes were
asking ags to live.
There are ? whom it is most
difficult to reach - put us rt
track of independence
for them +
their ch

Sat Jan - what prevents this?

Manually - lots of complex

pleasant surprise -
auto!

diversity of apps -
need diversity of ITs

but accountability -
that's next step.

#3
slower

next
step

6

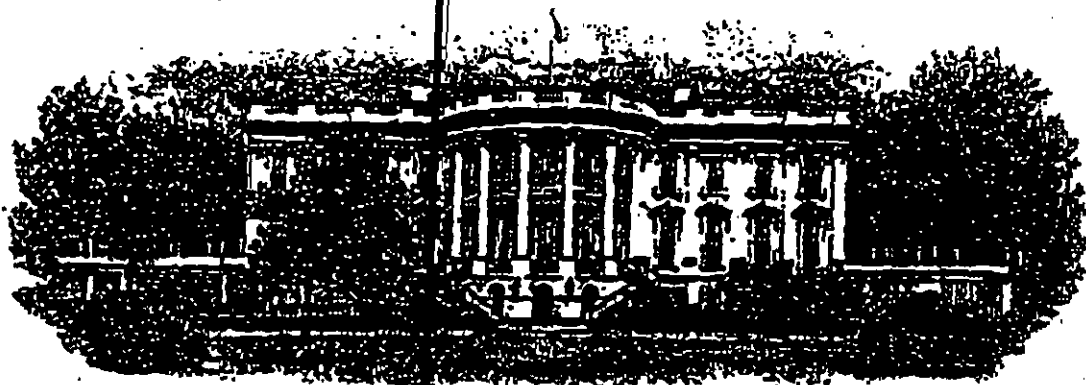
WR-for living

Outreach =
every living officers
make contact
with every well
other
parting - let well.
↓
every job op.

EITC

WR - sou hiny

THE WHITE HOUSE
WASHINGTON, DC 20500



FAX COVER SHEET

DATE: _____ TIME: _____

TO: Elana Kagan

PHONE: _____ FAX #: _____

FROM: Bruce Reed

PHONE: (202) 456- _____ PAGES AFTER COVER: 2

COMMENTS: Deliver to 218!

(ASAP)

Exec Memo 9/12/95
Career Transition for
Displaced Fed EEs

priority for displaced fed'l
EEs + vets
statute -
Merit system principles
Vets Pref Act.

March 7, 1997

MEMORANDUM FOR ALL HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Since I signed the historic welfare reform law, I have 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. We are making great progress, but there is more to do. And today, I take action to ensure that the federal government, ~~in its role as employer,~~ contributes to the greatest extent possible to this national effort. *the nation's largest*

I therefore direct each of you as head of an agency or department, to use all available hiring authorities to hire people off the welfare rolls into job positions in the government. *available*

In particular, I direct you to expand the use of the Worker-Trainee Program and other excepted service hiring authorities. *entry-level?* The Worker-Trainee Program allows agencies to quickly and easily hire low-skilled persons for up to four years, with the ability to convert the appointment to career status if the employee has performed satisfactorily. *entry-level?* Though recently underutilized, the program allows agencies to bypass the ~~normal~~ complex hiring procedures of the federal government to bring people into the most junior grades of the workforce. *?*

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

- The plan should contain a survey of the agency indicating ~~where~~ *in what* components of the agency ~~and in what particular positions~~ *which divisions* the agency can most easily hire welfare recipients. The agency should conduct this survey in consultation with Federal Executive Boards and Federal Executive Associations across the country.
- The plan should describe in detail how the agency intends to find qualified welfare recipients to place in these positions. The agency should include within this description a proposed outreach program to bring federal job opportunities to the attention of welfare offices, employment offices, nonprofit organizations, and others that work with ~~the~~ welfare population on a regular basis. *regular*
- The plan should describe in detail how the agency will ensure that welfare recipients, once hired, perform well and keep their jobs. The agency should include in this aspect of the plan proposals for training and/or mentoring *on-the-job*

programs.

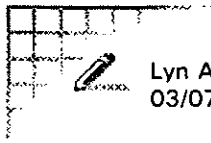
I expect each agency head to report to me about his or her plan at a special cabinet meeting called for that purpose. Following this meeting, I also expect monthly reports on implementation.

To ensure deep and continuing involvement in this issue by the White House, I ask the Vice President to take on the project of overseeing this effort. Based on his expertise in federal workplace issues, he will assist all agencies in effecting their commitments.

Finally, I direct appropriate agencies to take three steps that will assist all low-income federal employees, whether or not former welfare recipients.

- I direct each agency head to notify all employees eligible for the Earned Income Tax Credit (EITC) of both their eligibility and their ability to receive EITC monies each month in their paychecks. Currently, not all agencies inform qualifying employees of their eligibility and options for payment.
- I direct the General Services Administration (GSA) to issue within 30 days guidelines regarding use of the Federal Fare Subsidy Program, including the option to offer fare subsidies based on the employee's income. This option, which most agencies do not now realize they have, will enable more agencies to participate in the Fare Subsidy Program.
- I direct the GSA, after consultation with all federal agencies, to report back to me within 30 days on plans to assist low-income federal workers in finding affordable child care. This report shall include information on agency-sponsored child care centers and agency contracts with local child care resource and referral services, as well as recommendations on any appropriate expansion of these arrangements to provide assistance to low-income federal workers.

WR-500 hiring



Lyn A. Hogan
03/07/97 10:54:18 AM

Record Type: Record

To: Elena Kagan/OPD/EOP

cc:

Subject: Re:

Looks great! You managed to turn my three clunky pages into one.

On the child care, if we can, I'd lead with the resource and referral services. Both Faith Wohl and Joan Lombardi told me that the Federal child care centers are really too expensive for many low-income people and building new Federal centers is also too expensive.

They both think agencies really underuse the resource and referral agencies and that they are the cost-effective waive of the future.

I'm STILL waiting on Eric Dodds at GSA for a definitive answer on the transportation piece. 501-1104 if you want to call.

Next steps: As I said, I'm collecting fact sheets.stats to answer questions. Do you want me to drfat the usual talking points and Q&A for press?

Worker-Trainee Opportunity
"WTO"

March 7, 1997

MEMORANDUM FOR ALL HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Since I signed the historic welfare reform law, I have 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. We are making great progress, but there is more to do. And today, I take action to ensure that the federal government, in its role as employer, contributes to the greatest extent possible to this national effort.

I therefore direct each of you, as head of an agency or department, to use all available hiring authorities to hire people off the welfare rolls into job positions in the government.

enroll - level?

Federal hiring authorities

In particular, I direct you to expand the use of the Worker-Trainee Program and other excepted service hiring authorities. The Worker-Trainee Program allows agencies to quickly and easily hire low-skilled persons for up to four years, with the ability to convert the appointment to career status if the employee has performed satisfactorily. Though recently underutilized, the program allows agencies to bypass the normal complex hiring procedures of the federal government to bring people into the most junior grades of the workforce.

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

- The plan should contain a survey of the agency indicating where -- in what components of the agency and in what particular positions -- the agency can most easily hire welfare recipients. The agency should conduct this survey in consultation with Federal Executive Boards and Federal Executive Associations across the country.

- The plan should describe in detail how the agency intends to recruit and hire qualified welfare recipients to place in these positions. The agency should include within this description a proposed outreach program to bring federal job opportunities to the attention of welfare offices, employment offices, nonprofit organizations, and others that work with the welfare population on a regular basis.

recruit and hire

local

- The plan should describe in detail how the agency will ensure that welfare recipients, once hired, perform well and keep their jobs. The agency should include in this aspect of the plan proposals for training and/or mentoring programs.

state + private

enough to

should include

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

To ensure deep and continuing involvement in this issue by the White House, I ask the Vice President to take on the project of overseeing this effort. Based on his expertise in federal

building upon the govt's existing nationwide employment information SRS as,

workplace issues, he will assist all agencies in effecting their commitments.

Finally, I direct appropriate agencies to take three steps that will assist all low-income federal employees, whether or not former welfare recipients.

- I direct each agency head to notify all employees eligible for the Earned Income Tax Credit (EITC) of both their eligibility and their ability to receive EITC monies each month in their paychecks. Currently, not all agencies inform qualifying employees of their eligibility and options for payment.
- I direct the General Services Administration (GSA) to issue within 30 days guidelines regarding use of the Federal Fare Subsidy Program, including the option to offer fare subsidies based on the employee's income. This option, which most agencies do not now realize they have, will enable more agencies to participate in the Fare Subsidy Program.
- I direct the GSA, after consultation with all federal agencies, to report back to me within 30 days on plans to assist low-income federal workers in finding affordable child care. This report shall include information on agency-sponsored child care centers and agency contracts with local child care resource and referral services, as well as recommendations on any appropriate expansion of these arrangements to provide assistance to low-income federal workers.