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

Heanne -

Per my email on
Welfare to Work.

Ashley



Ashley L. Raines

03/17/97 11:57:05 AM



Record Type: Record

To: See the distribution list at the bottom of this message
cc: See the distribution list at the bottom of this message
Subject: EOP Administrative Contact Meeting

This is a reminder that the next EOP administrative contact meeting is scheduled for tomorrow, Tuesday, March 18 at 2pm in OEOP 476. Following is the proposed agenda:

1. Welfare to Work - Please be prepared to discuss your agency's proposed plan as discussed with your agency head. Mary Beck distributed a draft Welfare to Work operating plan on March 7 for your review. We look forward to hearing your comments and moving toward a more definitive plan to present to the President.

2. Check-Out Procedures

Notes from the last administrative contact meeting:

- I. NEOB Supply Store Simulation Feedback:
 - Testing probability of closing NEOB supply store and ordering supplies electronically to decrease costs associated with running two supply stores.
 - 10% of customers sending requests to OEOP supply store via fax
 - Customers should indicate on the request if it is an emergency request so it can be handled as such.
 - Concern of staff is that there is not enough storage space in offices to keep large amounts of supplies on hand, therefore, visits to the supply store are more frequent.
 - II. W2 Follow Up:
 - DFAS identified problem that caused 6% of their customers throughout the federal government to receive someone else's tax information in addition to their own. This problem only affected two EOP staff.
 - Encourage your staff to review their W2's in case there are any problems that need to be resolved before they do their taxes.
- Change in dismissal during inclement weather:
- New departure time guidance: Staff leave or report 2 hours early or late based on the time they normally leave or report to work.
- III. Security Clearance Requests:
 - USSS has begun issuing new passes.
 - Agencies must notify Security Office of the level of clearance needed when requesting pass.
 - Room 23 will notify agencies when staff can pick up their new passes.
 - IV. Deactivating Computer ID's:
 - IST will deactivate computer accounts the day after staff check out unless a different date is otherwise noted.

* As a reminder, staff should return their passes to Room 23 before they leave the complex on their last day. If they cannot return their pass to Room 23 before they close at 5pm, they should return their pass to the EOP Security Office which is open until 6pm. Staff should not drop their pass off at the gate on their way out.

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

Ashley

March 7, 1997

MEMORANDUM FOR EXECUTIVE OFFICE OF THE PRESIDENT ADMINISTRATIVE
CONTACTS

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

SUBJECT: Welfare-to-Work Initiative

We are expecting guidance to be released shortly on how federal agencies can participate in welfare-to-work programs. In anticipation of release of that guidance, and the assumption that some agencies of the EOP will have an interest in participating in such an initiative, we have developed a draft operating plan for your review.

We are anxious to get your views on how such a program might work in your agency and the kind of support you would expect and need from the Office of Administration. The attached draft operating plan is designed to "kick off" the discussion on this issue. We hope to discuss this further with you at Tuesday's Administrative Contact meeting.

EXECUTIVE OFFICE OF THE PRESIDENT

WELFARE-TO-WORK

OPERATING PLAN

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EXECUTIVE OFFICE OF THE PRESIDENT WELFARE-TO-WORK OPERATING PLAN

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1. Work Agreement

2. Employee/Supervisor Orientation Checklist

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EXECUTIVE OFFICE OF THE PRESIDENT WELFARE-TO-WORK OPERATING PLAN

I. BACKGROUND

Welfare-to-work is an innovative program that provides citizens on welfare with the opportunity to receive skills training to prepare them to enter the workforce. This program is in response to changes in welfare legislation which require some welfare recipients to work in private, public or nonprofit agencies in exchange for receiving welfare benefits and to eventually leave welfare roles completely as they become competitive in today's labor market.

II. PURPOSE

This operating plan provides guidance to managers, supervisors, and program participants concerning the EOP welfare-to-work program that is designed to develop marketable skills with individuals participating in the program. This plan outlines the specific requirements and responsibilities for providing the developmental experience to program participants. The plan also outlines the program assistance available from the Human Resources Management Division of the Office of Administration (OA/HRM).

III. BENEFITS

The welfare-to-work program at the EOP provides a means for the EOP to play a meaningful role in restructuring of the welfare system, and the responsibility we all have to contribute to the development of participants full potential in the face of rapidly changing factors that are impacting today's workforce-demographic, both societal and technological. The welfare-to-work program is designed to be effective in preparing individuals to enter or re-enter the workplace with the skills needed to be self supporting.

The welfare-to-work experience can have the following benefits:

Participant Benefits

- Improvements in participants effectiveness and morale.
- Improvements in communication skills.
- Development of marketable skills.

Employer Benefits

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- Additional temporary staff.
- Creation of a potential recruitment pipeline.
- Increased flexibility in coordinating work schedules with entire staff.
- Ability to capitalize on peak productivity periods.

Societal Benefits

- Reduced number of welfare recipients.
- Improved employment opportunities for welfare recipients
- More self supporting, intact family units.

IV. SCOPE

These guidelines apply to all agencies of the EOP that elect to participate in the welfare-to-work program.

V. APPOINTMENT AUTHORITIES

Agencies will make temporary appointments using their current appointment authorities. Appointment types will vary based on each welfare-to-work agreement, e.g. some participants may be eligible for temporary student appointments, others may be placed through agency unique excepted service appointing authority.

VI. POLICY

Participation in the welfare-to-work program is voluntary by agency supervisors. Supervisors who participate agree to remain in the program for a minimum of 180 calendar days with each participant, and subsequent to that time period, may withdraw from the program after providing sufficient advance notice to ensure OA/HRM and participants adequate time to plan for entry into the workforce or placement in an alternate organization.

A welfare-to-work agreement is required for all participants. Part of the reporting requirements for the program is completion of evaluation questionnaires by the supervisor and the participant at the beginning of participation, after the first six months, and after one year (if applicable). Both participants and their supervisors must attend regularly scheduled focus group meetings.

Participation in the welfare-to-work program is not a right. The supervisor is responsible for deciding if the position is one that is appropriate for the program and for examining both the content of the work and the performance of the employee.

Participants will be held accountable for completing work and training assignments, and will be expected to create a track record of being reliable and producing quality work.

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Before a participant begins work, certain guidelines must be established. If a manager believes the welfare-to-work arrangement is not working out, he or she has the right to end participation in the program. A manager may end participation in the program when the participant's performance declines or if the project fails to benefit organizational needs. However the manager has a responsibility to provide sufficient notice to OA/HRM prior to the cancellation in order for an appropriate evaluation to be completed and alternatives identified.

VII. RESPONSIBILITIES

A. The agency head or designee is the approving official who will authorize all participation in the Welfare-to-Work program and will evaluate the impact of the program on the efficiency and effectiveness of work operations within the agency.

B. Supervisors will: 1) select the participants in the program from those individuals referred by a state or local agency; 2) structure a development plan designed to build the knowledges, skills and abilities necessary to qualify for the identified occupation 3) develop and amend performance work plans as needed for work performed as part of the participants skills development; 4) assign appropriate work to be performed that meets the criteria of the development plan, and 5) maintain productivity records and information to evaluate the participant and the project.

C. Participants will: 1) provide information to complete work agreements; 2) observe agreed-upon hours of work in accordance with established policies; 3) observe policies of requesting leave when leave is to be taken; and 4) use Government equipment only for official purposes.

D. Project coordinator (OA/HRM) duties include: 1) ensuring that all participating supervisors and employees are aware of their responsibilities to accurately measure and report performance and time and attendance; 2) providing evaluation materials to the participating individuals; and 3) ensuring that evaluation materials are returned to the OA/HRM for analysis.

VIII. GUIDELINES

A. Selection Criteria: Selection of participants for this program is a key activity from both individual and organizational standpoints. The criteria used to select participants will depend upon a number of interrelating issues.

IDENTIFYING THE PARTICIPANT

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1. The participant has demonstrated self-starter characteristics, can function independently and has demonstrated dependability.
2. The participant is highly motivated.
3. The participant is willing to sign and abide by a written agreement which requires participation in evaluation and focus group sessions.

SUPPORTING THE PARTICIPANT

1. The participant has clearly defined performance standards.
2. The participant should have a full understanding of the operations of the organization.

CERTIFYING ON COMPLETION

1. The participant has good time management skills.
2. The participant's overall performance evaluations are equivalent to fully satisfactory or higher.
3. The participant must satisfy adequate requirements to validate that they have become skilled in the identified occupation.

IDENTIFYING THE SUPERVISOR

1. The supervisor must volunteer and should be a proponent of the program.
2. Supervisors likely to be supportive of the program will be those who have reasons for using Welfare-to-Work with specific work assignments.
3. The supervisor should be willing to attempt to work through any problems or obstacles that may occur.
4. The supervisor should be comfortable with evaluating work performance by measuring performance by results as well as with direct observation.
5. The supervisor must be an effective communicator and must be able to clearly define tasks and expectations.

Before a manager can consider a welfare-to-work placement seriously, the manager must examine the job requirements. Jobs that require the participant to perform a hands-on service for others, such as mail room service, supplies delivery,

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reproduction/printing, etc., may be ideal. Other examples of positions that may be appropriate for welfare-to-work, depending on the duties involved, include: secretary, administrative operations assistant, data entry, receptionist, warehouse worker, driver, and budget assistant.

IDENTIFYING THE POSITION

1. Work activities are portable and are marketable in the private or public sector.
2. Job tasks are easily quantifiable or primarily project oriented.
3. Essential component of responsibility consists of reading/processing tasks or acting on verbal instruction.
4. Contact with other employees and serviced clientele is predictable.
5. Work handled is not classified.
6. The technology needed to perform the job is currently available.
7. Cyclical work does not present a problem.
8. Security of data, including sensitive, non-classified, Privacy Act concerns, etc. can be adequately assured.

After deciding that a certain job has welfare-to-work possibilities, other criteria must be explored.

9. Ability Requirements:

Does the participant have the Ability needed to perform the work?

Does the participant need close supervision or input from others? Will that support be available?

10. Contact Requirements:

What percentage of the job is devoted to "face to face" contact with coworkers, other employees or agencies, or the public?

Will support be provided to aid the participant in appropriately coping with multiple contacts?

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11. Reference Materials Requirements:

What percentage of the job relies upon access to photocopiers, telefax machines, or other specialized equipment? Will that equipment and instruction on its use be provided?

B. Work agreements: Each participant must sign a work agreement that covers the terms and conditions of their welfare-to-work program. The work agreement constitutes an agreement by the participant to adhere to applicable guidelines and policies. The work agreement will cover items such as the voluntary nature of the arrangement; length of the assignment; hours and days of duty; responsibilities for timekeeping, leave approval, and requests for overtime and compensatory time; performance requirements; proper use and safeguards of government property and records; standards of conduct; and completion of required program evaluation materials.

c. Work Schedules. Employees may work standard schedules or follow alternative work schedules depending upon the agreement between the employee and the supervisor. Work schedules must identify the days and times the participants will work in the work setting. Work schedules can parallel those in the office or be structured to meet the needs of participants. However, work schedules should be such that there is always someone available to provide the appropriate guidance and training to the participant. The process of establishing work schedules permits periodic adjustments to achieve an optimal schedule suiting employee and organizational requirements. Developing fixed times during the day for supervisor/participant conversations may be helpful to ensure ongoing communication.

A regular schedule makes it easier to interact with colleagues and to be available for training. Supervisors must approve schedules in advance to ensure that participant's time and attendance can be properly certified and to preclude any liability for premium or overtime pay.

Care must be taken not to approve any schedule that is inconsistent with provisions of an applicable agreement or the hours of operation of an organization.

To reduce participant isolation, managers should ensure that efforts are made to include them as part of the team. They need to be aware of what's going on in the office and should be included in staff meetings or any other employee/employer matters.

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D. Position and performance issues

1. Position descriptions must be established prior to bringing a welfare-to-work participant on board. Changes to position descriptions normally should not be required, unless the agreement changes the actual position duties or the position description is not up-to-date. Supervisors should carefully specify the employee's "official duties" by defining work requirements as narrowly and precisely as possible. Minor modifications may also be needed to reflect changing supervisory controls or work environment factors.

2. Performance standards must be established concurrently with the position description. Performance standards must have clearly defined performance requirements that are measurable and results oriented. The standards must provide a reasonable basis for measuring performance. Explicit and objective norms for work output should be based on experience with those required and sustained in the office and monitored through scheduled progress reports. Also establish measures in terms of quantity and quality norms developed jointly by the supervisor and the participant and monitored through scheduled progress reporting.

The biggest pitfall to avoid is either or both the employee or supervisor not having a clear understanding of work expectations. Define work expectations in advance to avoid misunderstandings.

E. Time and attendance issues

1. Leave. The policies for requesting annual leave, sick leave, or leave without pay remain unchanged. The employee is responsible for requesting leave in advance from the supervisor and keeping the timekeeper informed of leave usage.

2. Certification and control of time and attendance. Proper monitoring and certification of employee work time is critical to the success of the program. Supervisors must report time and attendance to ensure that participants are paid only for work performed and that absences from scheduled tours of duty are accounted for correctly.

3. Administrative leave, dismissals, emergency closings. Although a variety of circumstances may affect individual situations, the principles governing administrative leave, dismissals, and closings remain

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unchanged. The ability to conduct work (and the nature of any impediments) determines when an employee may be excused from duty.

F. Fair Labor Standards Act (FLSA). The existing rules in Title 5 U.S.C. and FLSA governing overtime also apply to welfare-to-work arrangements. Overtime is time worked at official duties in excess of 40 hours a week that is ordered and approved by the supervisor. It is the responsibility of the supervisor to regulate and control the use of overtime. Employees are responsible for requesting, in advance, approval to work in excess of their normal hours of duty.

Managers must ensure that only the work for which it intends to make payment is performed. Supervisors must communicate work rules and monitor work activity. Non-exempt welfare-to-work participants who work in excess of the hours approved by managers to receive compensation should be removed from the program. Furthermore, it is advisable to include in the employee work agreement the prohibition of working overtime that has not been approved in advance by the supervisor.

G. Workers' compensation. Welfare-to-work participants are covered by the Federal Tort Claims Act or the Federal Employees Compensation Act (FECA) and qualify for continuation of pay or workers' compensation for on-the-job injury or occupational illness. The supervisor's signature on the request for compensation attests only to what the supervisor can reasonably know of the event at the work site during official duty hours. Under normal circumstances, supervisors are often not present when an employee sustains an injury. Participants, in all situations, bear responsibility for informing their immediate supervisor of an injury at the earliest time possible. They must also provide details to the Department of Labor when filing a claim. The Federal equivalent of workers' compensation limits recovery by an employee injured while on duty to reasonable amounts. Supervisors must ensure that claims of this type are brought to the attention of OA/HRM.

H. Pay issues

1. Duty station. For pay purposes, the "official duty station" is the participants's Federal office.

2. Special salary rates. The employee's official duty station serves as the basis for determining special salary rates.

3. Premium pay. The normal rules apply for night differentials, and Sunday and holiday pay. Official work schedules determine the entitlement to premium pay.

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I. Child care Costs.

J. Transportation Subsidy.

K. Focus Groups. OA/HRM will sponsor welfare-to-work focus groups. Welfare-to-work focus groups consist of participants (employees and supervisors are encouraged to meet in separate groups) who gather to discuss and share their experience with welfare-to-work. Experience has shown that these meetings will help ease participants through adjustment difficulties; provide information, ideas, and techniques for future welfare-to-work program planning; and enhance work-related personal contacts. They also provide a source of spontaneous evaluation information on the welfare-to-work program.

1. OA/HRM will identify a staff member to act as a focus group facilitator. The facilitator will give participants time to describe experiences and problems. The facilitator will encourage constructive solutions. The facilitator will be an individual with training, teaching, discussion-leader or related experience, who is comfortable leading group discussions.

2. Topics that should be addressed at focus group meetings include:

- notable incidents/experiences
- successes, positive aspects encountered
- surprises/problems encountered
- solutions tried/results
- group's recommendations
- actions planned/taken
- ways to improve the usefulness of focus groups

3. Reports from the focus group(s) will be produced in the following format:

- facilitator name, organization name
- meeting date and length
- attendance
- summary/overview of any highlights
- specific discussion points as related to topic outline
- other points/facilitator comments

L. Education and evaluation

1. Education in welfare-to-work policies and guidelines, as well as personal and occupational aspects of welfare-to-work arrangements is required for participants and their supervisors before participation begins.

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a. Employee topics include:

1. Expectations of personal responsibility, accountability, time management, and self-discipline.
2. Communicating with supervisors, progress reporting, time management, deadlines, contact and meetings with coworkers, and support personnel.
3. Ways to avoid isolation, family issues, finding the best office work schedule, image and self-esteem.

b. Supervisors should be knowledgeable on:

1. Managing for results, establishing quality and quantity norms, planning, scheduling and tracking assignments and milestones.
2. Administration of work schedules, time and attendance and leave.
3. Supervisory expectations communicating with the participant.

M. Mentoring. Agencies will assign a mentor to each welfare-to-work participant. Mentors should be volunteers within the organization that the participant is assigned who are willing to monitor the participants progress and provided regular support encouragement.

N. Security Requirements. Program participants will meet the same security requirements of other temporary staff. Initial interview and name check must be completed by the security office. Participants in programs of more than 90 days will receive a full field FBI background investigation.

O. Drug Testing. Participants in the program will be covered by the EOP Drug-Free Workplace Program. Agencies will determine whether or not a position is testing designated based on the criteria published in the plan.

IX. OUTREACH

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APPENDIX 1

WELFARE-TO-WORK AGREEMENT

The following constitutes an agreement between:

Agency

Employee

of the terms and conditions of the Welfare-to-Work Program.

1. The participant agrees to participate in the program and to adhere to the applicable guidelines and policies. The Agency concurs with this participation and agrees to adhere to the applicable guidelines and policies.

2. The participant agrees to participate in the program for an initial period not to exceed _____,

beginning _____

and ending _____.

This agreement may be extended beyond the initial period if agreeable to the agency and to the participant. In such a case, the terms of this agreement should be reviewed and updated as necessary.

3. The participant's official tour of duty will be

from: _____ to: _____

on the following days: _____

4. The participant's duty station is:

Describe in detail the designated work area:

All pay, special salary rates, leave and travel entitlements will be based on the participant's official duty station.

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5. The participant's timekeeper will have a copy of the participant's work schedule and will record the participant's time and attendance.
6. Participants must obtain supervisory approval before taking leave in accordance with established office procedures. By signing this form, the participant agrees to follow established procedures for requesting and obtaining approval of leave.
7. The participant will be in pay status while working at the worksite. If the participant works overtime that has been ordered and approved in advance, s/he will be compensated in accordance with applicable law, and regulations.
8. By signing this form, the participant agrees that failure to abide by the program policies and guidelines may result in her/his removal from the, welfare-to-work program or other appropriate action.
9. Any accident or injury occurring at the worksite must be brought to the immediate attention of the supervisor. The supervisor must investigate all reports immediately following notification.
10. The participant is covered under the Federal Employee's Compensation Act if injured in the course of actually performing official duties at the official duty station.
11. The participant will meet with the supervisor to receive assignments and to review completed work at least weekly.
12. The participant will complete all assigned work according to work procedures mutually agreed upon by the participant and the supervisor and according to guidelines and standards stated in the participant's performance plan.
13. Employee's job performance will be evaluated on criteria and milestones determined by the supervisor.
14. The evaluation of the employee's job performance will be based on norms or other criteria derived from past performance, occupational standards, and/or other standards consistent with these guidelines. Regular and required progress reporting by the participant will be a factor used by the supervisor to rate job performance and establish standards.
15. The supervisor and the employee will complete surveys and performance ratings which summarize the impact of welfare-to-work on the office, the employee, the supervisor, and other organizational elements quarterly.
16. The participant will apply approved safeguards to protect

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Government/agency records from unauthorized disclosure or damage and will comply with the Privacy Act requirements set forth in the Privacy Act of 1974, P.L. 93-579, codified at section 552a, title 5 U.S.C.

17. The participant and the supervisor agree to promptly complete and submit evaluation materials and to attend periodic focus group meetings as required.

18. The participant may terminate participation in this program at any time. Management has the right to remove the participant from the program if the participant's performance declines or if the program fails to benefit organizational needs; such removal must be coordinated with OA/HRM and alternatives to removal explored.

Supervisor	Date
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Employee	Date
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APPENDIX 2

WELFARE-TO-WORK PROGRAM

Employee/Supervisor Orientation Check List

Name of Welfare-to-Work

Participant: _____

Name of Supervisor: _____

The following checklist is designed to ensure that your Welfare-to-Work program participant is properly oriented to the policies and procedures of the program. This check list should be completed and returned to OA/HRM by the end of the participant's first week in the program.

1. The participant has read guidelines outlining policies and procedures of the program. Date: _____

2. The participant has been provided with a schedule of work hours. Date: _____

3. Equipment necessary to perform the assigned duties and planned on-the-job training has been furnished for the participant and has been documented by the agency.

	Issued	Documented	Date
Computer	_____	_____	_____
Modem	_____	_____	_____
Fax machine	_____	_____	_____
Telephone	_____	_____	_____
Desk	_____	_____	_____
Chair	_____	_____	_____
Other	_____	_____	_____

5. Policies and procedures for care of equipment issued by the agency have been explained and are clearly understood. Date: _____

6. Policies and procedures covering classified, secure, or privacy act data have been discussed and are clearly understood.

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Date: _____

7. Performance expectations have been discussed and are clearly understood. Date: _____

8. Employee understands that the supervisor may terminate participation at any time, in accordance with the signed agreement. Date: _____

9. Employee has participated in welfare-to-Work orientation training. Date: _____

Supervisor signature Date

Participant signature
Date

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WELFARE-TO-WORK: PERFORMANCE EVALUATION FORM

Position:	Rating Period: From: _____ To: _____
Organization: _____	

Employee Performance Rating Inadequate -Performance falls so short of requirements that corrective action is urgently required. Marginal -Performance that is barely satisfactory Fully Meets Requirements -Performance has been as expected of any average employee in the same position. Exceeds Requirements -Performance has been better than could reasonably be required. Outstanding -Performance has been so much better than could reasonably be required that it deserves special commendation.	Inadequate	Marginal	Fully Meets Requirements	Exceeds Requirements	Outstanding
1. Quantity -The amount of satisfactory work completed by the employee.					
2. Quality -The excellence of finished work of the employee regardless of the amount completed.					
3. Cooperativeness -Teamwork, willing acceptance of authorized orders or instructions and willing assistance to coworkers in the interest of meeting group objectives.					
4. Dependability -Availability when needed; punctuality; ability to work effectively without close supervision.					

Overall Rating: _____

Assessment of Abilities and Traits Relevant to Potential	Less than Average	Average	Above Average	Superior	Unable to Determine
1. Judgement -Choosing the best way to accomplish work; deciding when and from whom to seek advice; choosing best alternatives in decision making.					
2. Problem Solving -defining and analyzing problems; using all necessary means to solve problems; resourcefulness; ability to improvise.					
3. Initiative -Self-starting action; assuming responsibility; self-reliance independently recognizing unassigned requirements and recommending action.					
4. Follow Through on Assignments -Pursuing work to conclusion; coordinating various tasks involved in getting a job done; meeting deadlines.					
5. Learning Capacity -Understanding job procedures and instructions; speed and retention of learning; profiting from past mistakes; applying basic knowledge to new situations.					
6. Adaptability -Shifting readily to other tasks or assignments; transferring and applying skills and knowledge to changes in the job.					
7. Planning and Organizing -setting goals; organizing resources to achieve goals; establishing timetables to accomplish tasks.					
8. Communicating Orally -Effectively presenting ideas; persuading others; clarity.					
9. Communicating in Writing -effectively presenting ideas; persuading others; clarity; proper use of grammar and punctuation; skills in developing reports.					
10. Creativity -Contributing new or different ideas; developing new procedures.					

Supervisor (Signature and Date): _____	Organization: _____
Supervisor's Title: _____	
Employee Signature: _____	

APPENDIX 4

WELFARE-TO-WORK DEVELOPMENT PLAN

Employee:		Position:		Organization:	
Career Goals (Include Positions/Grades)					
Short Term Goals:			Long Term Goals:		
Developmental Objectives	Developmental Assignments	Formal Training	Other Activities		
Remarks:					
Employee Signature:		Date:	Supervisor Signature:		Date:
Certification of Completion:					

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EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

DEPUTY DIRECTOR
FOR MANAGEMENT

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.

MAJOR DUTY STATEMENTS

CLERK, GS-303-2/3/4 (MISCELLANEOUS)

- Performs clerical duties for which no other series is appropriate. The work requires knowledge of the procedures and techniques involved in carrying out the work of an organization and involves the application of procedures and practices within the framework of established guidelines.

CLERK-TYPIST, GS-2/3/4

The position requires the services of a fully qualified typist. A fully qualified typist is a person who possesses typing skill at a level of proficiency required for competitive appointment to these positions.

- Performs typing work requiring the operation of typewriters combined with clerical duties when the clerical duties do not require specialized experience or training or constitute the paramount qualification requirement for the position.
- Applies the vocabulary knowledge necessary to maintain speed and accuracy in typing from written materials or voice recordings.
- Applies judgment in the spacing and arrangement of the material typed.
- Insures the correct punctuation, capitalization, and grammar in the material typed.
- Arranges the material in the form necessitated by the nature of the subject matter, the purpose for which it is to be used, the format required by regulations of the agency, or other similar requirements.

FILE CLERK, GS-305-1/2/3

- Sorts and arranges materials (correspondence, reports, forms, regulations, etc.) for filing and files those materials which can be readily filed in alphabetical, numerical, or chronological order.
- Assists qualified users of the files in locating and obtaining required files.
- Identifies and attaches materials that have been separated from or belong in files and places them in proper location within files.

FINANCIAL CLERK, GS-503-3/4

- Performs clerical work in support of accounting, auditing, budgeting, or financial management functions when no other established series is appropriate.
- The work requires a knowledge of the procedures and techniques involved in carrying out the work of an organization and involves application of procedures and practices within the framework of established guidelines.

MAIL CLERK, GS-305-1/2/3

- Collects, sorts and delivers mail, documents, papers and other materials on an established route and time schedule to mail points within the office/agency.
- Assists in the processing of outgoing mail and in compiling mail information and data. Logs data regarding outgoing mail for work count data and work measurement data.
- Processes outgoing mail by stuffing and sealing envelopes.

MESSENGER, GS-302-1/2

- Performs general messenger work such as receiving, delivering, and collecting incoming and outgoing mail or other documents or items, including correspondence, memoranda, publications, records, files, packages, and other similar material. (These positions are not concerned with the reading, sorting, routing, or recording of mail.)
- May also perform light manual or mechanical work, or general office tasks or a simple and routine nature,
- May occasionally operate a motor vehicle in the performance of duties.

OFFICE AUTOMATION CLERK, GS-326-3/4

- Performs office automation work which includes word processing, either solely or in combination with clerical work, when such work is performed in the context of general office clerical support. Positions require:
- Knowledge of general office automation software and peripheral equipment, practices, and procedures.
- Competitive proficiency in typing

PERSONNEL CLERK, GS-203-3/4

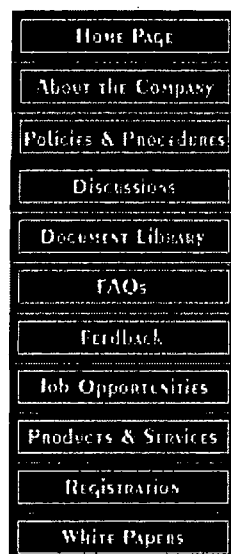
Performs clerical work requiring knowledge of personnel terminology, requirement, procedures, and functions to process documents, prepare recurring reports, explain personnel procedures, maintain personnel and organizational records, and provide miscellaneous clerical support in personnel related units.

SECRETARY, GS-318-3/4

Assists one individual, and in some cases the subordinate staff of that individual, by performing general office work auxiliary to the work of the organization. The position must be the principal office clerical position. Requires a knowledge of various office skills and clerical procedures; and the ability to apply such skills in a way that increases the effectiveness of others.

- Maintains established office files and records. Obtains data as requested by other employees in the office.
- Receives and refers visitors and telephone calls. Distributes mail and messages.
- Types narrative and tabular material from rough draft or revised typed draft. Types memoranda, reports, and similar material in accordance with established guidelines for review by originators. Corrects grammatical and spelling errors.

■ Search Document Library . ■ All by Title .



Agency Plan Format

NPR's Web Site for the Submission of Agency Plans to Hire Welfare Recipients

s:/npr/web.wpd

Security: There will be password protected areas. NPR will let you know who these will work in the near future. If you have questions, please contact Steve Butterfield at (202) 632-0321.

In his March 8, 1997 memorandum the President reiterated his commitment to providing employment opportunities to welfare recipients. The memorandum directed the heads of executive departments and agencies to lead by example and move people off the welfare rolls into federal government jobs by using available hiring authorities. The President has asked Vice President Gore to oversee this effort. In my capacity as Project Director at the National Performance Review, I will work with you to make this happen.

An **accompanying memorandum** dated March 14, 1997 from John Koskinen and myself clearly states that you will not be constrained by FTE limitations.

To respond to the President's memorandum, please fill the following fields as best you can. This information will remain secure and not be available to the general public.

Availability of Work

Based on the availability of work, not available positions, in your agency/department, what divisions in your regions and headquarters could employ welfare recipients? If possible, please provide the information by city and/or state.

What types of positions can be targeted for welfare recipients? What are the basic skill requirements of these positions?

Agencies may choose to set target hiring numbers as motivating devices; these should be submitted in paper to NPR (750 17th St. NW, Washington, DC 20006).

Recruitment and hiring

What mechanisms will be used to recruit and hire qualified welfare recipients?

How will each region/field office reach out to welfare offices, state/local governments and private employment offices and others that prepare and place welfare recipients?

In areas where multiple federal facilities are located, how will you empower your front-line managers to modify existing recruitment and hiring procedures as needed to simplify partnering with the following: other federal agencies, the Federal Executive Boards (FEBs), Federal Executive Associations (FEAs), Cooperative Administrative Support Units (CASUs)

and other local entities? Be as detailed as possible and include any directives to the field to empower front-line managers and their personnel organizations.

Training

In addition to on-the-job training, what other sources of training and technical assistance will be used by your agency/department to assist welfare recipients in performing their duties? Please consider the role your Employee Assistance Plan could play.

Will you institute new orientation/training programs at your agency/department? If so, please elaborate.

How will managers/supervisors/employees be prepared to work with these new hires? Please be specific.

Earned Income Tax Credit

Each agency is directed to notify its eligible employees about the Earned Income Tax Credit

(EITC) available to low-income individuals. What specific outreach plan will you adopt to ensure that all employees in this category have the necessary information?

Further Information

As agencies develop and implement their plans, General Services Administration will provide assistance as directed by the President.

GSA has asked the Department of Justice for a determination on whether fare-subsidy programs may be offered to employees based on employee income or related criteria. They hope to be able to issue guidance by March 21st. For questions call Emily Hewitt at (202) 501-2200.

?GSA will help agencies assist those transitioning from welfare to work to find affordable child care by doing the following and sharing information with the federal agencies.

1. GSA will inventory all non-military federal child care centers (approximately 220 around the country) and gather similar information from DoD to determine what spaces exist, in what age groups and at what price to parents. They will then provide information on this inventory to agencies so they know where possible federal "slots" for children of new employees are available.
2. Because available federal spaces will be limited in certain locations and difficult for this population to afford, GSA will link agencies in the field with local child care resource and referral organizations which can assist them in finding appropriate care at the community level--family day care, local centers, etc. The linkage will be initially through an existing 800 number national service designed to ensure that parents have access to good information about finding quality child care and resources in their community.
3. GSA, HHS' Child Care Bureau and the National Association of Child Care Resource and Referral Agencies will hold a briefing in early April for federal agencies designed to help them better understand the opportunities, complexities and inadequacies of the system of childhood care and early education.

4. GSA is contacting national child care groups and private employers hiring welfare recipients to seek their ideas. GSA will also look for other opportunities as the above information becomes available and as hiring plans become more specific to regions of the country most likely to be affected.

For questions regarding the child care issues call Faith Wohl at (202) 632-0186.

Agencies should fill in these fields and submit them within the 30 day timeframe set forth by the President at the address listed above. NPR will put the plans in a one-stop website and produce monthly implementation reports, based on the agencies' monthly submissions. Should you require further information or guidance, please contact Susan Valaskovic via e-mail at susan.valaskovic@npr.gsa.gov or at (202) 632-0354.

Contact the Webmaster
National Performance Review
750 17th St., NW
Suite 200
Washington, DC 20006
Phone: (202) 632-0150
Fax: (202) 632-0390

Last updated on 03/16/97

**EOP ADMINISTRATIVE CONTACT MEETING
TUESDAY, MARCH 18, 1997**

- I. Welfare to Work Mary Beck
- II. Check Out Procedures Ada Posey
- III. Easter Egg Roll Mike Malone
- IV. Announcements

Will DPC hire
a wage. report?