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## **Strategies to Improve the City and County of San Francisco's Work Participation Rate**

Christine Babiera de Jesus

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# Strategies to Improve the City and County of San Francisco's Work Participation Rate



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Golden Gate University  
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Graduate Research Project in  
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### Abstract

In 2005 the Deficit Reduction Act, (DRA) enforced the program performance measure work participation rate, (WPR). This required 50 percent of all adults and 90 percent of two-parent households to participate in approved welfare-to-work activities. The City and County of San Francisco's Welfare to Work, (WTW) program failed to meet this mandated benchmark since 2007 and as a result is facing block grant penalty reductions from the Federal government. A review of relevant literature regarding strategies successful counties have implemented and data collected from key informants and WTW case managers was conducted for this study. The result of analyzing this information reveals strategies the City and County of San Francisco's Welfare to Work program can employ to increase their work participation rate to avoid further grant penalties.

## **Chapter 1 Introduction**

### **Background**

Welfare dependency has been a controversial topic that dates to the sixteen-hundreds when poverty laws were first established in the United States. Even during those times, policy makers were uncertain if welfare programs were going to “help or harm people’s long-term self-sufficiency” (Greenberg, Dutch, & Hamilton, 2009). Furthermore, following exposés of people defrauding the welfare system, such as the “Welfare Queen,” (Levin, 2013) and the country’s growing deficit dilemma demanded that policy makers address the public’s concern for welfare dependency. These concerns contributed to welfare reforms that are still in effect today. “In 1996 federal welfare reform was passed by the United States government, shifting the focus of welfare programs to ending the dependence of needy parents on government benefits through the promotion of job preparation, work, and marriage” (Dickinson, 2013).

Peoples’ belief in the importance of self-sufficiency was one of the cornerstones of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA). Not only did this reform change the entitlement program Aid to Families with Dependent Children (AFDC), to Temporary Assistance for Needy Families (TANF), by enforcing time limits for adults, it also established the welfare to work program. “The term “Welfare to work” applies to the set of legislative reforms, programs, and services that help people leave or avoid welfare and become self-sufficient through employment assistance” (Reed and Karpilow, 2010). TANF was designed for those receiving assistance to focus on “work-first,” (Pavetti, 2017) efforts that encourage self-sufficiency rather than welfare dependence. Reforms to TANF did not end there, in 2005 the Deficit Reduction Act (DRA) passed by Congress “included significant changes and provisions that will impact CalWORKs and the state’s ability to meet federal requirements” (CDSS, 2008). Of the significant changes implemented was a performance measure for welfare to work

programs, work participation rate (WPR). This legislation provided a benchmark measurement which requires 50 percent of all adults and 90 percent of two-parent households to participate in welfare-to-work activities to promote self-sufficiency.

This objective of meeting this measure is one that would be difficult to achieve, as Parrott et. al., state:

Coupled with the new regulations states are [forced to make] a stark choice: focus solely on meeting the work rates, even if that means making their programs less accessible or less effective at helping needy families and helping families move to work or increase work participation rates in ways that improve families' employment outcomes. States choosing the latter option will need to explore strategies that improve the quality of their welfare-to-work programs, increase engagement in those programs and extend supports to low-income working families (Parrott et al., 2007).

To remain true to welfare-to-work's mission statement and meeting the requirement enacted by the US Congress, creative strategies needed to be developed. Throughout the United States each county's welfare-to-work program developed strategies to meet the mandated work participation measure. However, some counties such as; the City and County of San Francisco, Santa Cruz County, Tulare, and Contra Costa County are still unsuccessful in meeting this objective.

### **Problem Statement**

To avoid further block grant penalties, "a 5 percent reduction in the state grant in the first year; a 2 percent additional reduction each subsequent year, up to a 21 percent reduction," (*Increasing the Work Participation Rate in the CalWORKs Program Road Map to Action*. (n.d.) the CCSF's Welfare-to-Work program must meet the required work participation rate. As Parrott et al., have mentioned above, having a program that results in assisting people become self-

sufficient in addition to meeting the federally mandated benchmark has proven to be challenging for many municipal governments. Since 2007, the CCSF has not met the required work participation rate. Not meeting the requirement has resulted in [penalties] of up to 5 percent of the state's TANF block grant" (Schott and Pavetti, 2013). Although the CCSF program's management team has attempted to increase WPR by changing business processes and hiring a designated social work unit to investigate key areas of client barriers, the methods employed thus far have not improved the rate to meet the standard.

### **Purpose of the Study**

Although the CCSF's Welfare-to-Work program has not been achieving the work participation rate, there are some counties that are successful. The purpose of this study was to examine, analyze, and evaluate strategies that could be used to increase the City and County of San Francisco's work participation rate. Secondary data of other county practices and policies were collected to identify best practices used to increase participant self-sufficiency rates. Primary data was collected using structured interviews, and survey questionnaires to examine clues to what ways the CCSF could successfully increase WPR and meet the performance benchmark.

### **Significance of the Study**

The significance of this study was to identify valid strategies that the City and County of San Francisco can implement to improve WPR. The results uncovered in this study are valuable for CCSF's welfare to work program since it is currently failing to meet the mandated program performance benchmark. By identifying methods that would successfully increase WPR, CCSF's TANF block grants would not be reduced or sanctioned due to failure to meet the performance benchmark.



**Research Hypothesis**

The hypothesis of this study is: comprehensive CCSF staff training and development, additional welfare-to-work activities and implementing stricter sanction policies will increase San Francisco Welfare to Work's work participation rate. The three strategies being researched are comprehensive staff development and training, additional welfare-to-work activities, and stricter sanction policies. Literature and data were collected for each variable to identify how effective it has been for the counties that have already implemented them. Once the validity of each alternative strategy was analyzed and proved to be valid, San Francisco County can implement the methods or a combination of these strategies to increase their work participation rate.

The author of this research paper arrived at this hypothesis through their own observations as an employment specialist. Management and supervisors' emphasis on efforts to increase WPR to meet the requirement presented an issue within CCSF's welfare to work program that demanded a solution. Through deductive reasoning it has been theorized that each theme explored in this research presented areas that could be adjusted to improve the program's participation rate.

**Assumptions and Limitations**

Limitations of this study included an accelerated timeline to find relevant literature, gather data, conduct interviews, and administer surveys and questionnaires. Additionally, San Francisco Human Services Agency did not give the researcher authorization to interview or survey welfare to work clients. This limitation required the researcher to examine and rely on secondary data and to gather primary data in other ways. Instead of surveying clients directly, participant feedback was gathered by surveying welfare to work staff who work with the

program's clients to collect this information. This study also includes assumptions based on logical reasoning.

An assumption the researcher of this study made was that sanctions would more than likely motivate clients to participate in the WTW program. It was assumed that clients would more than likely do what the program requires if their benefits were taken away; thus, increasing WPR.

### **Definition of Terms**

**Temporary Assistance for Needy Families (TANF)** – is “a program which is time limited, [that] assists families with children when the parents or other responsible relatives cannot provide for the family's basic needs” (DCD, 2015).

**Welfare to Work** – (WTW) a “comprehensive Employment and Training program designed to promote self-sufficiency,” (EHSD, n.d.) by assisting people who are underemployed or unemployed and receiving TANF assistance.

**Work Participation Rate** – (WPR) the benchmark enacted by congress to measure the welfare-to-work program's performance. It requires 50 percent of all adult cases and 90 percent of two-parent households to participate in WTW.

### **Expected Impact of the Research**

The expected impact of this study was that the methods mentioned; (1) comprehensive staff training and development, (2) additional welfare to work activities, and (3) implementation of stricter sanction policies would increase WPR for CCSF's welfare to work program. Provided that the results of this study validated these methods, the analysis of the data would demonstrate these strategies could be implemented in CCSF's welfare-to-work program to increase their participation rate. This would then result in the welfare to work's funding not being penalized.

## **Chapter 2 - Literature Review**

These literature reviews examined three different and distinct themes relevant to this research study: (1) the effectiveness of staff training and development; (2) the validity of stricter sanction processes; and (3) additional welfare-to-work activities which increase work participation rate. Each theme is discussed separately below and provides descriptions and insights of various methods used and whether they successfully increased work participation rates.

### **Staff Training and Development**

An author that supports training and staff development, Rebecca Darnell discusses strategies Santa Clara County has implemented that successfully increased work participation rate. She advocates for a comprehensive education process. A developed education process for a program's staff members would be important for there to be a deeper understanding about what they can do as caseworkers. It also enforces the concept that they are all working toward a common goal of which they influence, WPR. A well developed and uniform training program for all staff members would establish an effective workforce. Employment specialists would carry out business processes efficiently since they would all have undergone the same training that informs and guides them with case management skills that are essential for meeting work participation rate. By being exposed to the knowledge and skills necessary to perform their duties, they will be equipped with the proper tools or approaches they need to carry out their responsibilities thus increasing the work participation rate.

Santa Clara County has already implemented staff training and development which strengthens this claim. Darnell, the author and Social Services Division Manager, wrote about Santa Clara's strategies and states:

An education process was launched leading to a change in the mindset of each eligibility and employment worker, with a focus on employment services. The ongoing messaging was about how each team member has the opportunity to make a difference meeting the WPR. For employment workers, training and reminders regarding client engagement in Welfare-to-Work activities, helping clients find employment, monitoring attendance and progress, processing supportive service payments, running and updating exemptions, applying or lifting sanctions, addressing barriers, and referring for needed services were all provide (Darnell, 2012, pg. 3).

This summary of Santa Clara's strategy strengthens the hypothesis that comprehensively training employment specialist will increase the work participation rate by describing how its improved Santa Clara's WPR.

### **The Impact of Stricter Sanction Processes**

Another article reviewed regarding sanction policy reform by Pavetti et al., discusses the application of stricter sanction policies. They propose that revising sanction policies will motivate clients as it did for welfare-to-work programs in Texas and Utah. The article highlights,

In recent years, many states have changed the core component of their sanction policy the effect of a sanction on the TANF cash grant (that is, whether it is reduced and by how much or whether it is terminated and when). All states that have modified their sanction policies have moved to a more stringent model that is, from a partial to a full-family sanction, or from a gradual full-family to an immediate full-family sanction. Other components of sanction policy that states

have changed include: (1) the length of time a sanction must remain in place, (2) what a family must do to "cure" the sanction to resume full receipt of benefits, (3) the consequences for multiple acts of noncompliance, and (4) how a TANF sanction affects receipt of food stamps and Medicaid (Pavetti et al., 2008).

The authors of this article identified changes that have been made to the policy to boost the work participation rate. Rather than gradual, partial-grant reductions, Texas and Utah have implemented immediate, full-family sanctions. Employment specialists in San Francisco employ methods that focus on providing clients with an incentive, their full cash grants, with hopes that they will participate in the program. Revising sanction policies utilizes the consequence approach to keep clients engaged for fear of losing their entire grant due to nonparticipation. With firmer penalties, clients would be more driven to participate in welfare-to-work activities thus increasing WPR. With this approach they will realize that nonparticipation is not an option since stern sanction penalties directly eliminates any cash assistance they would otherwise be receiving.

### **Additional Welfare-to-Work Activities**

Finally, Hamilton and Scrivener recommend increasing participation by including more approved activities clients can choose from. These authors suggest that a pool of activities from client to choose from allows them to have options and will increase participation. They state,

Within program guidelines, it can help to give welfare recipients choices about what they do. For example, many states allow participants who work part-time to engage in other activities for the additional required hours of participation. Others allow participants with low skills to choose between job placement and basic

education. Programs that include community service employment may give participants a choice of placements. The ability to choose activities can help motivate participants by giving them control over their situation. Also, the more options participants have, the more likely they will be to find one that interests them. [By having a pool of activities, the welfare-to-work program can] help [welfare recipients] decide which job may be right for their interest and skills (Hamilton and Scrivener, 1999, pg.72).

Hamilton and Scrivener's suggestion reinforces the hypothesis that additional welfare-to-work programs are needed to increase the work participation rate. Currently, in CCSF's welfare to work program, there are only a few activities that employment specialists can refer their clients. Most, if not all the clients have already gone through these activities and are frustrated with having to repeat them. They express that they wish to participate in activities that are of their interest and will lead them to employment positions that they are genuinely interested in.

Additionally, Pavetti identified the "level of acceptable activities" in a report published in 2004. She states, "liberals argued strongly for allowing recipients to participate in educational activities that would prepare them for better-paying jobs" (Pavetti, 2004). The City and County of San Francisco's WTW program is faced with these issues, due to the limited activities, clients are not as motivated to participate in welfare-to-work. This is especially true since higher education is not categorized as an "acceptable activity." Limiting clients that want to pursue training or higher education forces them to not comply with WTW program requirements, thus negatively effecting work participation rates.

**Conclusion**

The literature review gathered support the study's hypothesis that (1) comprehensive staff training and development, (2) the implementation of stricter sanction processes, and (3) additional approved welfare-to-work activities increase work participation rate. Each author demonstrates that the strategies mentioned have been implemented in other counties and states or observed and have resulted in favorable outcomes. The commonality between the works cited is that measures were developed on the program's end that nurtured an environment where clients were motivated to participate in welfare-to-work activities. Nurturing clients' development ultimately increased participation thus resulted in increased work participation rate.

### **Chapter 3 - Research Methods**

The research method used in this study was meta-analysis, which is akin to detective work. In an investigation, a detective conducts research to find evidence to prove or uncover an answer to a query. In this study, the researcher sought to find the answer to strategies that could be utilized to increase work participation rate for CCSF's program. While there were many variables and factors to consider, some significant leads were strategies that have already been successful in other counties. To evaluate the strategies, meta-analysis was used to "synthesize prior data and help to place the new study in context," (Comprehensive Meta-Analysis, 2015).

Meta-analysis "is a systematic technique to locate, retrieve, review, summarize and analyze set of existing quantitative studies" (O'Sullivan, Rassel, Berner, & Taliaferro, 2017, pg. 40). Utilizing this method allowed the researcher to use data that already existed to determine if it would answer the question this research study asks. Since similar questions were already asked by researchers or stakeholders in the past, the available data was "put into context and show the potential utility of the planned study" (Roelfs et al, 2017).

In addition to meta-analysis, relevant articles, case studies, and other supportive literature were reviewed to establish whether the hypotheses resulted in increased work participation rate. Moreover, interviews were conducted, and survey questionnaires were distributed to gather qualitative data. Each strategy was surveyed by investigating what each approach entails, how it was already implemented in other counties, and analyzed for its effectiveness. By carrying out these research methods, the strategies investigated could be beneficial for CCSF's Welfare to Work program. Identifying valid strategies was important for this study to identify methods that would effectively increase CCSF's work participation rate.



## **Research Questions and Hypotheses**

The hypothesis of this study is: (1) CCSF Staff training and development, (2) additional welfare-to-work activities and (3) stricter sanction policies will increase Welfare-to-Work's work participation rate. These three major themes guided this study by focusing on literature relating to these areas that are key components of the program. The following research sub-questions were examined in this study:

1. What strategies can be implemented to increase work participation rate for San Francisco County's Welfare-to-Work program?
2. Will comprehensive staff training and development increase the work participation rate?
3. Will stricter sanction policies increase the work participation rate?
4. Will full-grant sanctions increase the work participation rate?
5. Will immediately sanctioning clients increase the work participation rate?
6. Will additional welfare-to-work activities increase the work participation rate?
7. Will more unpaid employment activities increase the work participation rate?
8. Will additional subsidized employment activities increase the work participation rate?
9. Will education and training program activities for recipients increase the work participation rate?

By developing questions that were tied to the study's hypothesis, the researcher established who the key informants were and who needed to be surveyed in order to collect data. Questions related to training and staff development led the researcher to experts in CCSF's training and staff development department. Next, information regarding the implementation of stricter sanction processes was derived from the welfare to work program's staff members, since they are the caseworkers who carry out the business processes implemented by management. Finally,

information that pertained to additional approved welfare to work activities was gathered from the participants themselves. However, since the limitation of this study prevented the researcher from directly interacting with the WTW program's clientele, this data was gathered from feedback the caseworkers received from the participants. Gathering clients' feedback from the worker required case managers answering the survey from the clients' perspective.

Literature and data were collected for each variable to identify how effective it has been for the counties that have already implemented them. Once the validity of each alternative strategy was analyzed and proved to be valid, the findings will be presented to CCSF so the method or a combination of them can be implemented to increase their work participation rate.

### **Operational Definitions**

**Increase** – any incremental, positive, improvement over San Francisco's current WPR. The current rate for federal fiscal year 2016 is 53.8 percent for all adult cases and 62.5 percent for two-parent household cases.

**Sanction** – a partial, financial reduction of one's cash and or food stamp grant.

**Reformed Sanction Policies** – a full family grant reduction of one's cash and food stamp grant that has been imposed immediately.

**Staff training and development** – training that streamlines the business processes of employment specialist functions, which include case management, data entry, monitoring and tracking, referrals, entering exemptions, initiating sanctions, etc. It would also include soft skill building like mentoring and coaching to provide client with guidance.

**Additional activities** – an increase of approved welfare-to-work activities that will count towards WPR and includes unpaid and subsidized employment and education and training programs.

**Unpaid employment activities** – activities that clients would not receive additional compensation for, other than the grants they already receive monthly; it could include community service, work experience, and the like.

**Subsidized employment activities** – activities or employment that is subsidized by TANF block grant funds where clients can work and earn additional money on top of their monthly benefits to gain paid work experience.

**Education and training program activities** – includes high school education, college track education programs, vocational training or apprenticeships.

### **Population Sampling Strategy**

This study gathered clients' participation data from CCSF's Welfare to Work program. Additionally, interviews were conducted to provide qualitative analysis of the effectiveness of staff training and development and how it would contribute to increasing the work participation rate. The research specifically sought out key informants who are not only experts in training and development, but also have experience as employment specialists. By interviewing individuals with experience in both fields, key informants are able to provide insight to valuable information regarding training and development welfare to work case managers needed to effectively carry out their functions and duties. Finally, surveys and questionnaires were distributed, and the results were reviewed for how useful additional welfare-to-work activities and stricter sanction policy implementations were for clients. Although online survey tools were available for the researcher to distribute the survey, the hand-delivered, paper surveys were circulated to the population being sampled. This approach was utilized so that the researcher can control the collection process and expedite completion times. The researcher purposefully distributed the survey questionnaire this way to avoid potential obstacles of data collecting. Online survey tools

allow for fast and mass distribution of survey questionnaire, but could leave the researcher waiting on the survey participants to complete the process. This would slow down the data collection process and limit the time the researcher would have to analyze the sample. By taking the initiative of hand delivering and collecting the survey questionnaires, the researcher was able to gather most of the data in one afternoon. However, because the distribution and collection were conducted as such, the researcher was then tasked with manually entering the data into an online data base to develop charts, graphs, and organize raw data. Once this process was completed, the results identified methods that other states and counties have employed that could be implemented in CCSF's welfare to work program. If these same strategies were implemented in CCSF's welfare to work program, it could successfully increase their programs work participation rates.

### **Procedure**

Once relevant data was found, it was sorted and categorized into the three sub categories of this research project. Data that fit into the same categories were then further examined for feasibility and validity. The methods that have yielded the best results were filtered out and inspected further to ascertain how it was carried out, what it required, and how much it increased the work participation rate. Data that presented different results were also included so that study accurately reported everything uncovered, regardless of positive or negative outputs. Furthermore, interviews conducted, and surveys were distributed and collected. By interviewing key informants as well as the information gathered from the questionnaires provided the primary data of this study to strengthen or give extra insight to the results gleaned from all the information gathered. Finally, once the study was completed, a recommendation was drafted and presented to San Francisco's welfare-to-work program directors to urge implementation.

### **Dependent and Independent Variables**

The variables that were manipulated in this study, or independent variables, were:

(1) comprehensive staff training, (2) comprehensive staff development, (3) stringent sanction policy implementation, (4) full-grant sanctions, (5) additional paid welfare to work activities, and (6) additional unpaid welfare to work activities. Comprehensive staff training would include welfare to work program knowledge and basic case management skills as well as training that encompasses CalWORKs eligibility. Additionally, comprehensive staff development would provide supportive training that the roles and responsibilities of employment specialists' work require like workshops on coaching, motivating or de-escalation techniques. Stringent sanction policy implementation is the process behind sanctioning participants who are not complying with the program. It could include reducing the time clients are given notice and an opportunity to contact their caseworker, full-grant rather than partial-grant reductions, and broaden the scope of activities clients can complete in to cure their sanctions. Finally, additional activities, paid or unpaid, can include more subsidized programs that all clients to gain experience in employment positions that are not already offered. These paid activities could be as a day care facilitator or restaurant and hospitality placements. Unpaid activities that could be supported are degrees in higher education and short training programs such as counseling, carpentry, or landscaping. All these elements were considered in this project to see how it would affect the dependent variable; increasing work participation rate.

Upon studying the independent variables mentioned, the researcher expected that there would be a positive correlation between each factor and the dependent variable, work participation rate. Since training and development can improve caseworkers' effectiveness and efficiency, providing employment specialists with comprehensive training and or development

should increase work participation rate. The researcher also theorized that the participation rate would increase if stricter sanction policies were in place, full-grant sanctions were imposed, and the program provided additional paid and unpaid welfare to work activities.

### **Controlling for External and Internal Validity**

When this study was conducted there were internal and external validities that were considered. Internal validity is “the extent in which a design provides evidence that a specific independent variable caused a change in the dependent variable” (O’Sullivan, Rassel, Berner, & Taliaferro, 2017, pg. 512). This was important to determine because the causal relationship between the independent the dependent variables must be supported to prove that what is being proposed will actually deliver what is promised. A possible threat to internal validity was the researcher’s vested interest in this study that could have resulted in research biases. With bias, information that refutes the methods studied may arise and the researcher must report these findings. Another possible variable that could affect the dependent variable was employment specialists’ rapport, or lack thereof, with their clients. Case workers that have a good, working relationship with their clients may have an easier time with the participants’ cooperation while those who have not established this may run into resistance.

On the other hand, external validity, or “the extent to which a study produces evidence that the finding of a study apply to cases not in the study” (O’Sullivan, Rassel, Berner, & Taliaferro, 2017, pg. 510). This must be carefully considered for this study since the method that will be used for research is meta-analysis. While there are successful implementations of these strategies for other states or counties, it must be vigilantly analyzed to prove that it will be effective for CCSF’s welfare to work program.

**Conclusion**

This project planned to gather and analyze data of strategies that have been implemented by other states' and counties' welfare-to-work program that increase their work participation rates. While there were many strategies that other programs have tried and utilized, the focus of this study were on strategies pertaining to: (1) staff training and development efforts, (2) additional welfare-to-work activities, and (3) implementation of stricter sanction policies. Evaluating the methods other programs have put into place, the researcher aimed to gather and summarize successful methods that could be employed in San Francisco's welfare-to-work program to increase work participation rate. If successful, San Francisco will have an approach to avoid being penalized which would lead to maintaining the program's funding and longevity.

## Chapter 4 – Results and Findings

### Introduction

This chapter provides the results and findings from this study on strategies to improve CCSF's work participation rate. The researcher hypothesized that if (1) comprehensive staff training and development efforts, (2) additional welfare-to-work activities, and (3) implementation of stricter sanction policies were incorporated into CCSF's welfare to work program, WPR would improve and possibly meet the federally mandated benchmark. Data collected from surveys and interviews are presented below starting with the review and analysis of the surveys. A total of 56 surveys were distributed and 55 were returned and from those collected. There were total of 54 respondents who provided data for this survey, 1 survey was returned unanswered. The survey included a total of 22 questions or statements. Next, data from interviews were studied and analyzed. A total of 3 key informants were interviewed. The interviewees were asked a total of 9 questions. Each set of data is followed the raw data, then a summary of its significant findings. The objective of presenting these findings below is to demonstrate the validity of each independent variable and how it relates to improving WPR.

### Survey Questions

**Question 1:** How effective is the current sanction process in motivating clients to participate in the welfare to work program?

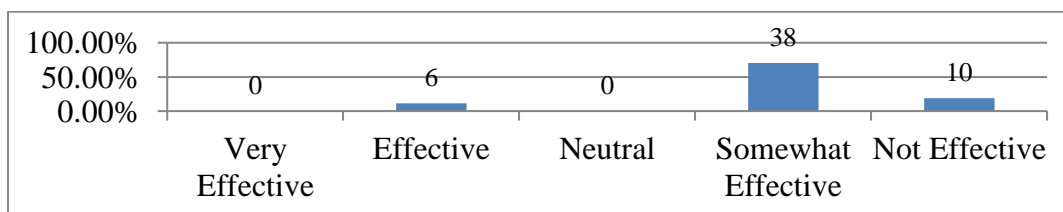


Figure 1



**Analysis:** This data demonstrates that 11.1% (6) respondents find the current sanction process effective, 70.4% (38) find it somewhat effective and 18.5% (10) find it ineffective. The majority of respondents, 81.5% (44), expressed that the current sanction process is either effective or somewhat effective. Only 18.5% (10) respondents believed it was not effective. Based on this information, the current sanction process appears to be working satisfactorily.

**Question 2:** The current sanction process provides clients \_\_\_\_\_ to contact their caseworker to reengage in welfare to work activities.

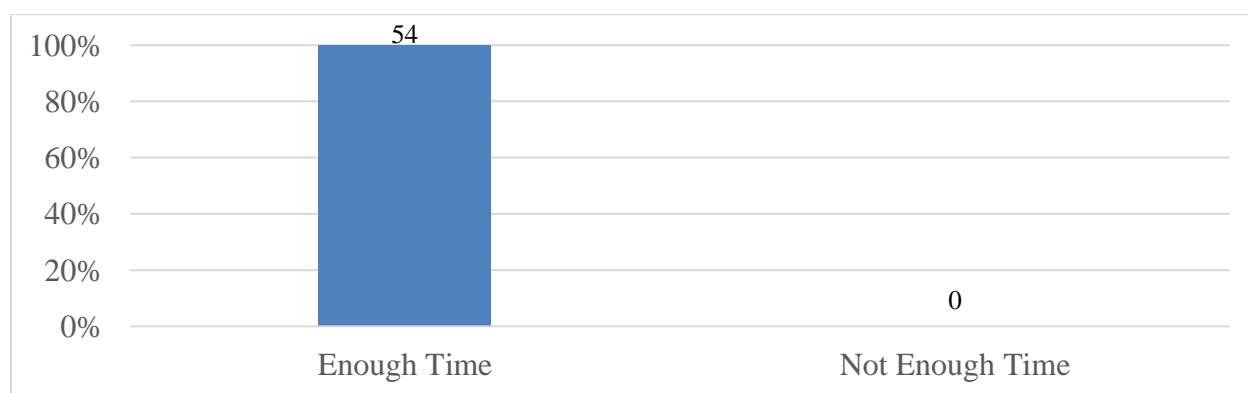


Figure 2

**Analysis:** All 54 of the workers surveyed responded that clients are provided enough time to contact their worker. None of the respondents believed that clients do not have enough time to contact their caseworker in order to reengage in WTW activities. Based on this information, the sanction process provides clients with enough time to comply with welfare to work requirements to either prevent or correct negative actions that have been assessed on their case.

**Question 3:** Partial grant reductions effectively motivate clients to participate in the welfare to work program.

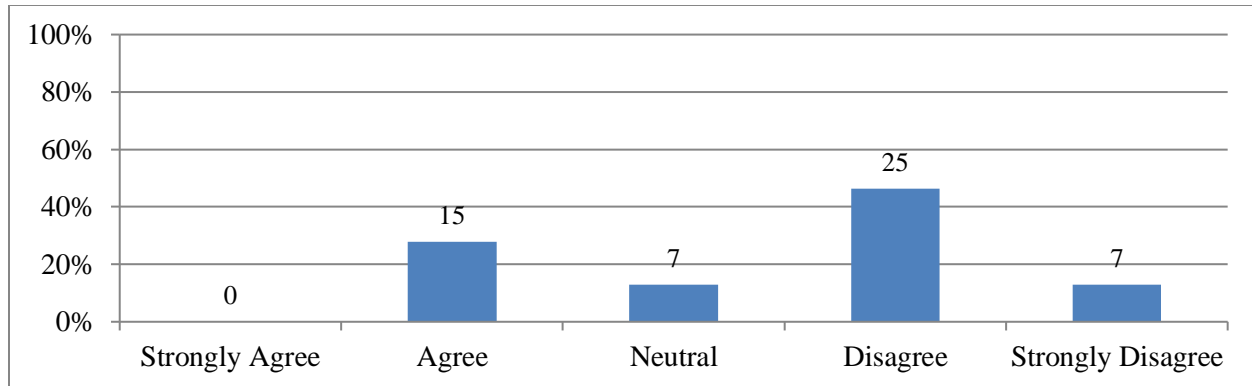


Figure 3

**Analysis:** The results of this statement are that 27.8% (15) of the workers agreed, 13% (7) are neutral, 46.3% (25) disagreed, and 13% (7) strongly disagreed that partial grant reductions effectively motivate clients to participate in WTW activities. The majority of respondents, 59.3% (32), expressed that they either disagreed or strongly disagreed that partial grant reductions effectively motivate clients to participate in the welfare to work program. Only 40.8% (22), respondents believed that partial grant reductions effectively motivate clients to participate. Based on this information, partial grant reductions are not a strong motivational tactic to engage clients, even when clients' finances are affected.

**Question 4:** Clients are able to cure their sanctions easily.

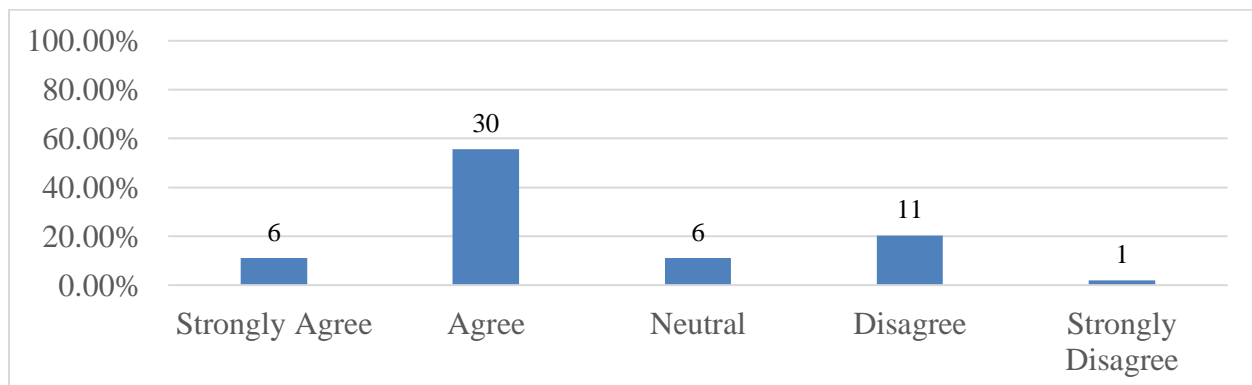


Figure 4

**Analysis:** This graph illustrates that 11.1% (6) of the respondents strongly agreed, 55.6% (30) agreed, 11.1% (6) are neutral, 20.4% (11) disagreed and 1.9% (1) strongly disagreed that clients are able to cure their sanctions easily. The majority of respondents, 66.7% (36), expressed that clients are able to cure their sanctions easily. Only 22.3% (12) respondents either disagreed or strongly disagreed that clients are able to cure their sanctions easily. Based on this information, the current process does not make it difficult for clients to correct sanctions on their case.

**Question 5:** Clients contact their employment specialists soon after their grants have been reduced.

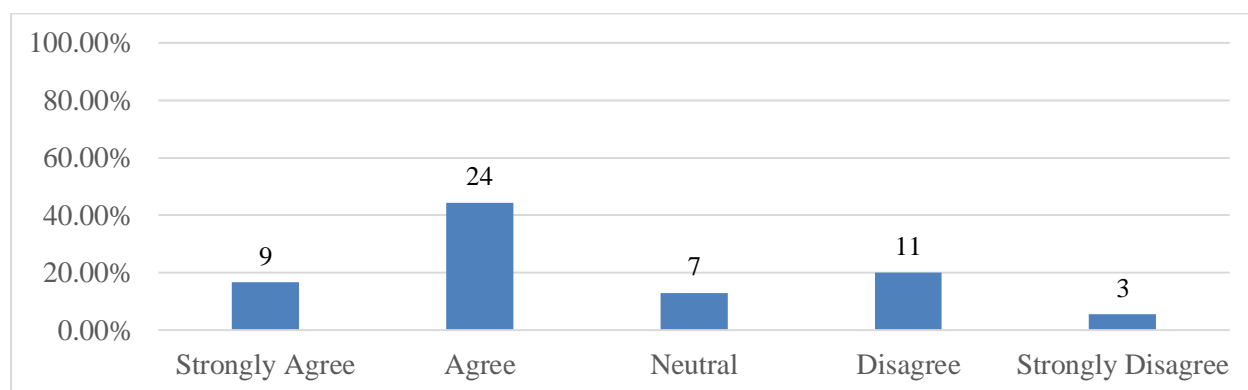


Figure 5

**Analysis:** This graph illustrates that 16.7% (9) of the respondents strongly agreed, 44.4% (24) agreed, 13% (7) are neutral, 20.4% (11) disagreed, and 5.6% (3) strongly disagreed. The majority of respondents, 61.1% (33), either strongly agreed or agreed that clients contact their caseworkers soon after their grants have been reduced. Only 26% (14) respondents disagreed or strongly disagreed. Based on this information, clients are inclined to contact their caseworker once their grants are affected negatively.

**Question 6:** A stricter sanction process would increase client participation.

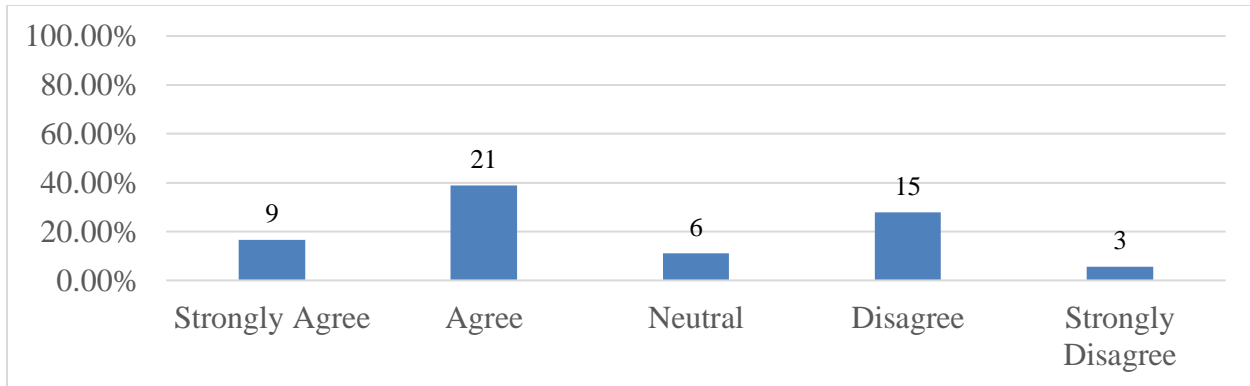


Figure 6

**Analysis:** This graph illustrates that 16.7% (9) of the respondents strongly agreed, 38.9% (21) agreed, 11.1% (6) are neutral, 27.8% (15) disagreed, and 5.6% (3) strongly disagreed that implementing a stricter sanction process would increase client participation. The majority of respondents, 55.6% (33), expressed that they either strongly agreed or agreed with stricter sanction process being effective in increasing client participation. Only 33.4% (18) respondents disagreed or strongly disagreed with the effectiveness of stricter sanction processes. Based on this information, the respondents supposed that implementing a stricter sanction process would increase work participation rate.

**Question 7:** Full grant reductions would effectively motivate clients to participate in welfare to work.

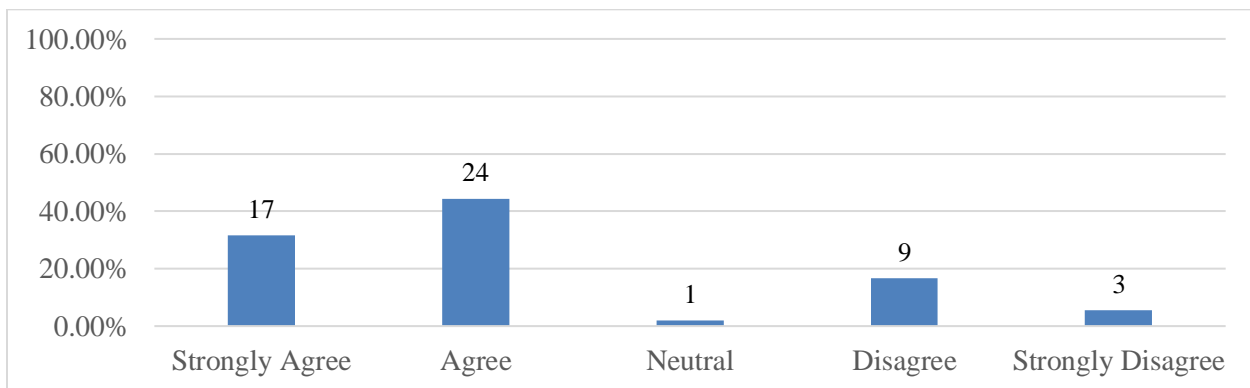


Figure 7

**Analysis:** This graph shows that 31.5% (17) of the respondents strongly agreed, 44.4% (24) agreed, 1.9% (1) was neutral, 16.7% (9) disagreed, and 5.6% (3) strongly disagreed that full grant reductions would motivate clients to participate in the program. The majority of respondents, 75.9% (41), believed that full grant reductions would effectively motivate clients to participate in welfare to work. Only 22.3% (12) respondents did not agree or strongly disagreed that this type of reduction would motivate clients. Based on this information, full grant reductions would motivate clients to engage in activities compared to partial grant reductions, which was analyzed in question 3. This demonstrates that the entire family's grant being affected would capture the clients' attention and motivate them to participate in WTW program activities.

**Question 8:** Do you feel that the current sanction process is effective? Why, or why not?

**Raw Data:** The qualitative analysis of the responses gathered revealed that 13% (7) of the respondents expressed that the current sanction process is effective, 26% (14) find it somewhat effective, 46.8% (26) find it ineffective, 5.6% (3) were undecided, and 7.5% (4) did not provide an answer. Additional data was also received regarding why the sanction process is effective or ineffective. The respondents who expressed that it is effective furthered their response stating the following:

- Clients are provided enough time and given sufficient notice to correct sanctions that have been imposed on their cases:
- Reducing clients' grant money is a serious concern because they are dependent on their cash grant:
- The sanction process sets a tone that shows clients that lack of participation restricts not only their finances but their development toward self-sufficiency:

- Though the sanction process is effective, the curing sanction piece needs to be streamlined so that the overall procedure is accelerated.

Respondents who stated that the process is somewhat effective expressed the following reasons for the sanction process's partial effectiveness:

- The process is too tedious and confusing:
- Some clients care, while others are not concerned with financial sanctions:
- The overall effectiveness relies on what priorities clients have, their motivation levels, if their prepared or ready to participate in the program, and how heavily reliant they are on their cash grants:
- Some clients are willing to remain sanctioned because: they have other sources of income that they are not reporting, they can resolve their sanctions with a medical release, and others are aware that they have a high amount of household members who are being assisted, therefore their cash grants are not significantly impacted:
- Clients that are sanctioned need outreach efforts so that contact is not lost.

Respondents who indicated that the current sanction process is ineffective provided the following comments:

- Some clients are content with receiving cash assistance for their children only as long as their food stamp grant remains unaffected. Additionally, it's been mentioned that clients are not affected by the reduction of their cash grants because the amount is not significant:
- Some clients are just not motivated, they don't care, or grasp the overall significance of being sanctioned:

- Some clients are not persuaded unless there are given incentives or positive reinforcement or support:
- Sanctioning clients are a short-term solution. The process does not address or examine deeper barriers clients are facing, it can result in more barriers being created, and results in clients becoming more challenging or resentful towards caseworkers:
- This process needs to incorporate stricter sanction rules, but provide a variety of activities for clients to participate so that they continue to participate in the program rather than repeatedly falling into sanctions.

**Analysis:** Based on this information, the majority of respondents expressed that the current sanction process is ineffective. Although there were a range of responses, common themes emerged from the respondents' opinions. The common ideas were that clients are given adequate time to rectify the sanctions imposed on their cases, the time allotted needs to be shortened or expedited, this process does not motivate them, the reduction in their grants needs to be increased or effect other services that they are receiving, and their barriers have to be taken to consideration, examined deeply and evaluated for possible solutions before beginning WTW requirements.

**Question 9:** What changes, if any, do you think can be included to the sanction process that would increase client participation?

**Raw Data:** The qualitative analysis of the responses gathered revealed that 3.7% (2) of the respondents did not think changes were necessary, 1.9% (1) was not sure, 39% (21) did not respond, and 56% (30) made suggestions. A summary of the data collected revealed 3 themes: (1) the need for additional activities, (2) implementation of stricter sanction processes, and (3) promoting a client or customer first approach.

The first group of suggestions revolved around the need of additional activities. This data suggests that more activities are needed for clients to choose work-related training that is of interest to them. The program also needs these activities so that clients have a variety of activities to participate in to lift sanctions or avoid them all together. Alongside this proposal, incentives need to be built into the program for clients who do participate and comply with what's required of them.

The second group of suggestions focused on toughening the sanction process. This data suggests that the current process is time-excessive when informing, providing notice, and giving clients opportunities to comply. Some suggestions respondents have made are to impose sanctions immediately but allow for a simple, streamlined process to cure sanctions, permit full-grant sanctions after a predetermined amount of time has passed, sanctioning the first and second parent simultaneously rather than starting another lengthy sanctioning process, and enforcing sanctions on other services clients are receiving as in their food stamp and medical cases.

The third theme that presented itself from the data collected was to implement a client first approach. This suggestion would yield caseworkers to initiate more client contact and involvement in their cases. For instance, caseworkers and clients can work together to choose an appropriate consequence for not complying with the program's requirements. Another suggestion is for social work outreach efforts when the sanction process is initiated and throughout the process. A final idea was to provide clients with positive reinforcement rather than putting emphasis on negative actions.

**Analysis:** Based on this information, the ideas respondents expressed closely aligned with 2 themes defined in this study. Also, the suggestions made echoed the responses from the previous question related to the effectiveness of the sanction process. Respondents indicated that



improvements can be made in areas related to additional activities, fine-tuning the sanction process, and resources and support for clients the program serves. This information establishes that the respondents believe these changes are what is necessary for work participation to increase and inevitably improve the overall work participation rate.

**Question 10:** The City and County of San Francisco's Welfare to Work participants are satisfied with the program's activity options.

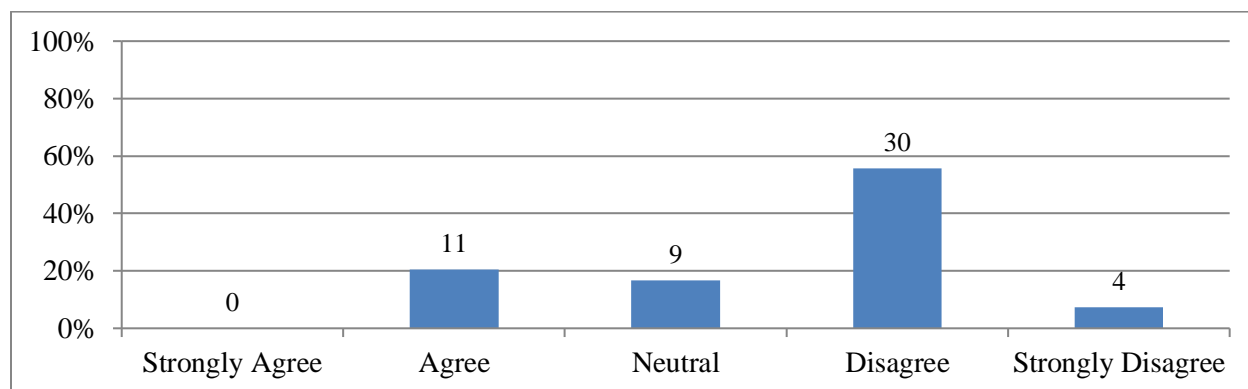


Figure 8

**Analysis:** This graph demonstrates that none of the respondents, 0% (0), strongly agreed, 20.4% (11) agreed, 16.7% (9) are neutral, 55.6% (30) disagreed and 7.4% (4) strongly disagreed that the clients are satisfied with the WTW activity options provided by CCSF's WTW program. The majority of the respondents 63% (34) were informed by clients that they are not satisfied with the activities offered. Only 20.4% (11) respondents answered that clients are satisfied. Based on this data, the activities offered to the participants, who are required to participate in WTW, are unsatisfactory.

**Question 11:** Participants have a variety of approved welfare to work activities from which to choose.

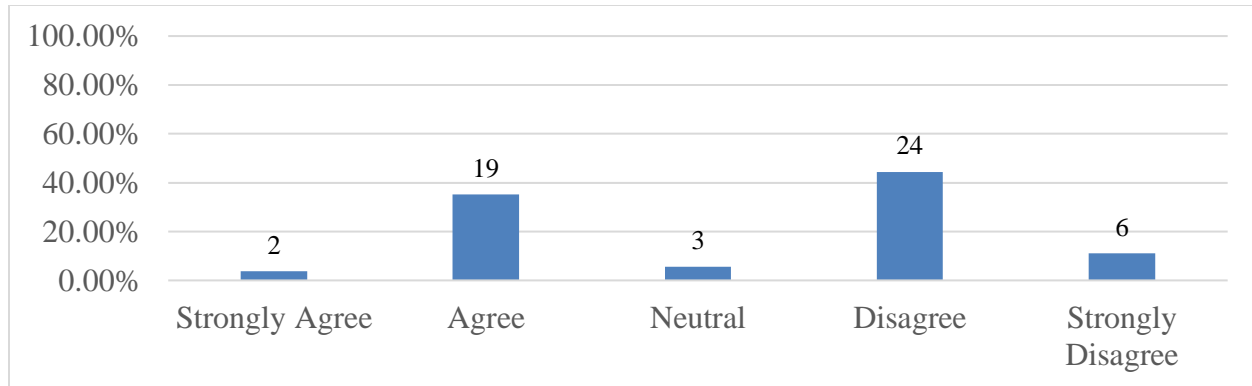


Figure 9

**Analysis:** This graph shows that 3.7% (2) respondents strongly agreed, 35.2% (19) agreed, 5.6% (3) were neutral, 44.4% (24) disagreed, and 11.1% (6) strongly disagreed that participants have a variety of approved WTW activities to choose amongst. The majority 55.5% (30) of the respondents either disagreed or strongly disagreed regarding the variety of activities. Only 38.9% (21) respondents agreed or strongly agreed that there are a variety of activities. Based on this information, there is not a range of activities being offered to clients.

**Question 12:** The activities offered by the City and County of San Francisco's welfare to work program are of interest to the participants.

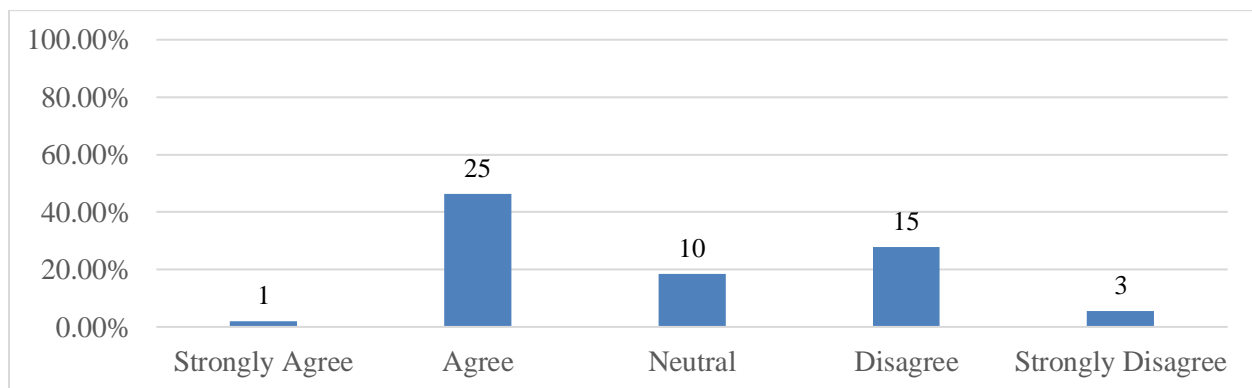


Figure 10

**Analysis:** This graph illustrates that 1.9% (1) of the respondents strongly agreed, 46.3% (25) agreed, 18.5% (10) were neutral, 27.8% (15) disagreed, and 5.6% (3) strongly disagreed

regarding clients' interest in the program's activities. The majority 48.2% (26) of the respondents conveyed that clients are interested in the WTW activities offered, while 33.4% (18) respondents reported that clients are uninterested. Based on this information, the activities currently included in CCSF's WTW program are of interest to the population it serves.

**Question 13:** Participants have repeatedly participated in the approved activities that the welfare to work program offers.

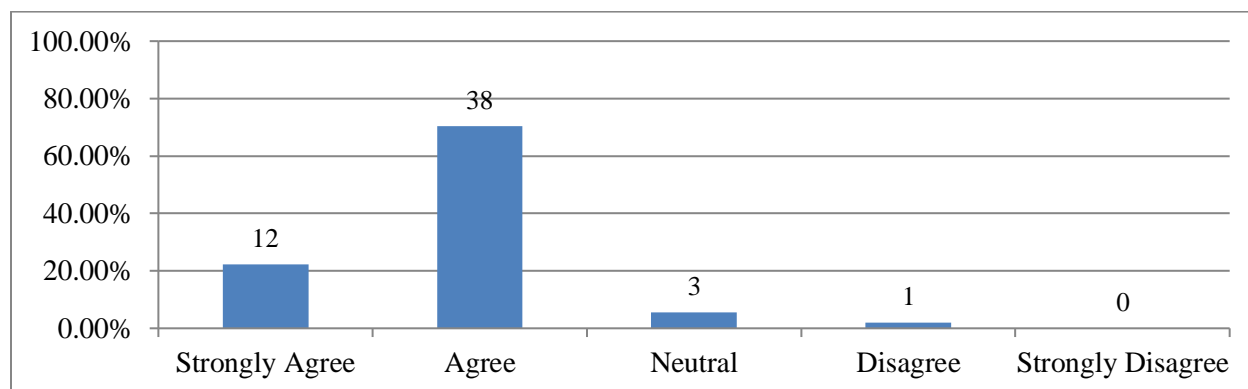


Figure 11

**Analysis:** This graph shows that 22.2% (12) of the respondents strongly agreed, 70.4% (38) agreed, 5.6% (3) were neutral, 1.9% (1) disagreed, and 0% strongly disagreed regarding the clients' repeated participation in the activities offered by the program. The vast majority of respondents, 92.6 (50), reported that clients have participated in the same activities repetitively, while only 1.9% (1) disagreed. Based on this information, clients are continuously cycled through the activities offered.

**Question 14:** The welfare to work clients are motivated to participate in the activities the program offers.

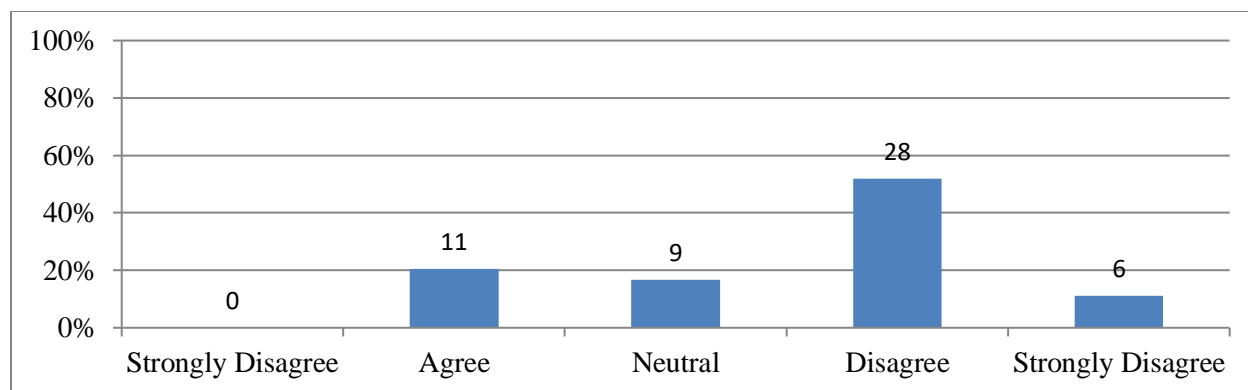


Figure 12

**Analysis:** This graph demonstrates that 20.4% (11) of the respondents agreed, 16.7% (9) were neutral, 51.9% (28) disagreed, and 11.1% (6) strongly disagreed regarding the level of motivation clients have in activities in the welfare to work program. The majority, 63% (34) of the respondents relayed that clients are not motivated to participate in program activities. Only 20.4% (11) respondents reported that clients are motivated. Based on this information, clients are not motivated to participate in the activities offered by the program.

**Question 15:** The vocational training programs offered by the welfare to work program are areas of study clients want to pursue.

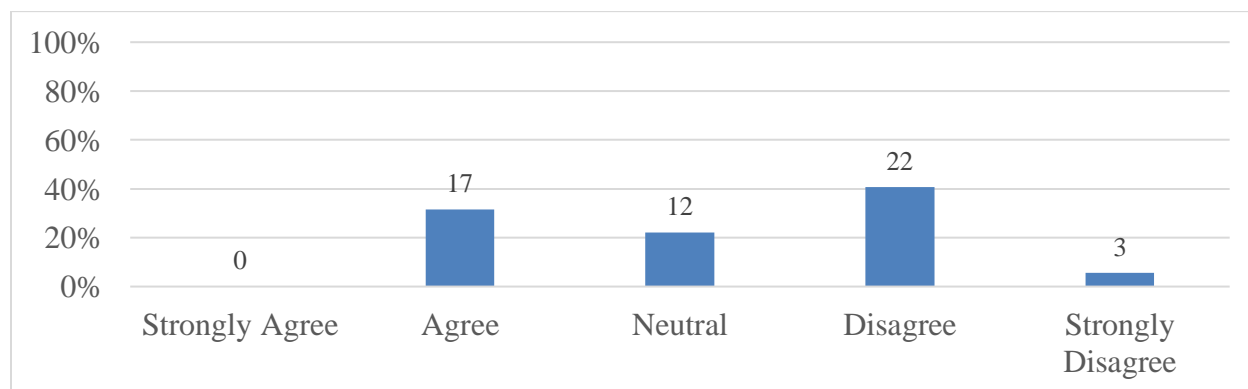


Figure 13

**Analysis:** This graph illustrates that none, 0% (0) of the respondents strongly agreed, 31.5% (17) agreed, 22.2% (12) were neutral, 40.7% (22) disagreed, and 5.6% (3) strongly

disagreed that the vocational training programs offered are disciplines of study clients want to pursue. The majority of the respondents, 46.3% (25), communicated that clients would not pursue the vocational training programs offered themselves. Only 31.5% (17) of the respondents expressed that clients would pursue training in these fields. Based on this information, clients would not choose training in fields that the program already offers.

**Question 16:** The subsidized employment programs offered through welfare to work are employment positions client would choose for themselves.

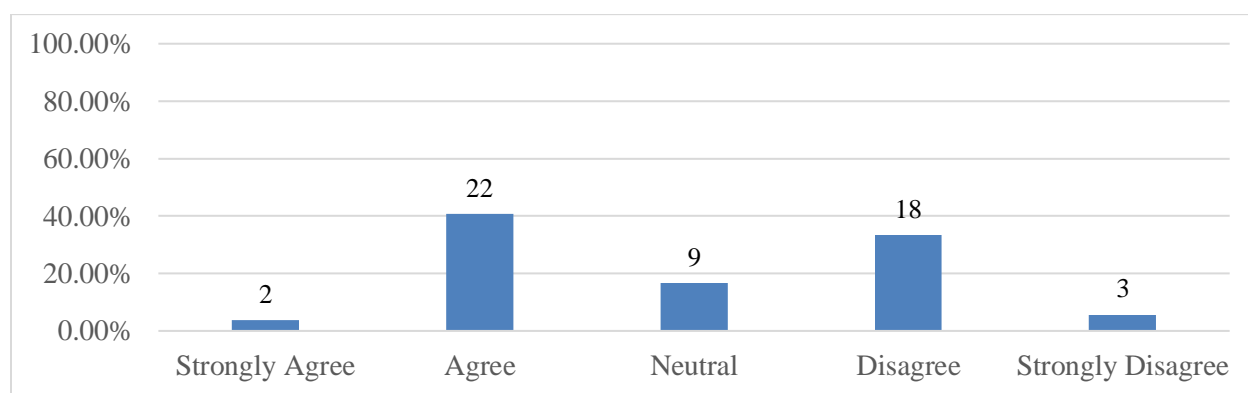


Figure 14

**Analysis:** This graph shows that 3.7% (2) of the respondents agreed, 40.7% (22) agreed, 16.7% (9) were neutral, 33.3% (18) disagreed, and 5.6% (3) strongly disagreed that the subsidized employment positions offered in the WTW program are employment positions clients would choose for themselves. Although the result of this statement is closely distributed, the majority of the respondents, 44.4% (24), either strongly agreed or agreed with this statement. On the other hand, 38.9% (21), either disagreed or strongly disagreed. The margin, 5.6% (3) respondents, between these groups is very small which demonstrated that the clients' opinions are nearly balanced. Based on this information the overall opinion is split; half of the participants are interested while the other half are not.

**Question 17:** Other than the activities already offered in the City and County of San Francisco's welfare to work program, what types of activities are clients interested in?

**Raw Data:** Clients are interested in a wide range of activities, some of which is already included in CCSF's welfare to work program, but it has been expressed that they would like more of these opportunities. Information gathered from the survey state that clients are interested in the following activities: permanent employment, more positions within the City and County of San Francisco, short-term training or certificate programs, education, work that would provide flexible start times, additional paid activities, jobs in the private sector, and training course offered in specific languages such as Spanish. Clients also reported that they would like activities to be hosted by other community-based organizations (CBO) as opposed to the main CBO CalWORKs contracts with; Arriba Juntos.

**Analysis:** Based on this information, there are a variety of activities welfare to work clients are interested in that CCSF's welfare to work program does not offer or provides in limited capacities. It also demonstrates that clients are interested in certificate and education tracked endeavors more so than "work-first" programs. Respondents also mentioned an important factor that may not have been considered for training courses the WTW program does not offer; curriculums in specific languages for non-English or ESL clients. Furthermore, the type of work programs clients prefer are long-term employment opportunities with flexible work schedules. Currently, work experience opportunities offered through subsidized employment programs are six months long to a year at the most and are only operational during office hours, 8:00 a.m. to 5:00 p.m.

**Question 18:** Other than the vocational training programs already offered which vocational training programs are of interest to the clients?

**Raw Data:** Training programs that clients are interested in vocations related to the following: bank teller, book keeping, clerical or office work, community service, computer science technology, construction, cosmetology, culinary, entrepreneurship, higher education, hospitality, landscaping, mechanics, medical field, phlebotomy, sales, security guard, and welding.

**Analysis:** Based on the list of training programs clients are interested in, a majority of the courses they are interested in are short-term training classes, training programs affiliated with trades type employment, or avenues of higher education.

**Question 19:** What feedback have you received from the clients regarding the activities the welfare to work program offers?

**Raw Data:** Clients commented that CCSF's welfare to work program has limited activity choices which are of no interest to them. They expressed that they are put through the same activities repeatedly and are bored, unchallenged, uninspired and overall unmotivated to participate in the program. They state that the workshops built into the job programs are not useful in developing the soft skills they need to enter or return to the workforce. Moreover, some clients are discouraged with the results of the training programs because they are not progressing further into longer-term work placement opportunities. Clients' have voiced that they would like the program to include more activities in a variety of work fields and with other community-based organizations rather than just Arriba Juntos or Young Community Developers. They also want opportunities that will be stable or permanent and offer flexible work schedules.

**Analysis:** Based on this information, the feedback clients have provided align with one of themes this study proposed to examine, additional welfare to work activities. Clients' have expressed their feelings towards the activities the program currently offers, and it can be derived

from their comments that additional activities are needed. From these comments, it also appears that clients desire stable, long-term employment opportunities. This denotes that clients would be motivated to participate if they were offered those types of opportunities. Moreover, the data also indicates that it may be helpful if activities were offered at other community-based sites.

**Question 20:** My current role is:

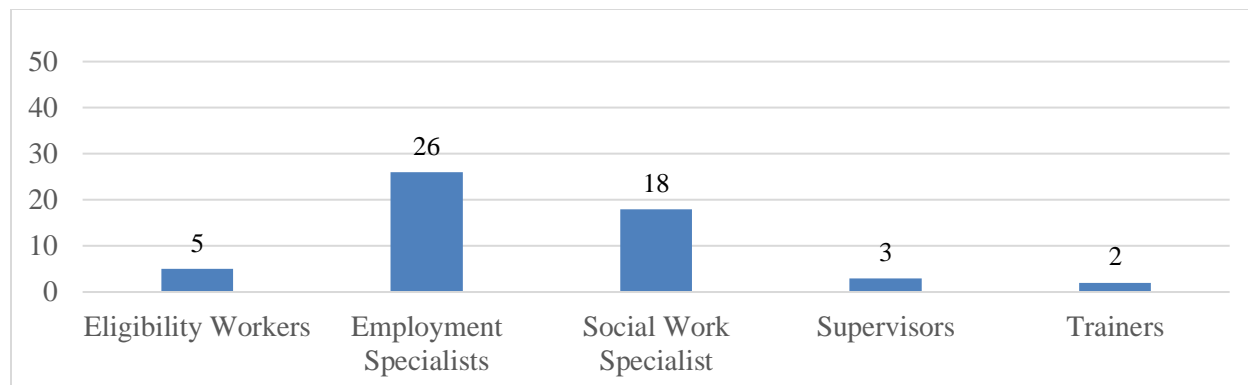


Figure 15

**Analysis:** This graph shows that 5 respondents were eligibility workers, 26 were employment specialists, 18 were social work specialists, 3 were supervisors and 2 were trainers.

**Question 21:** I am currently assigned to \_\_\_\_ unit

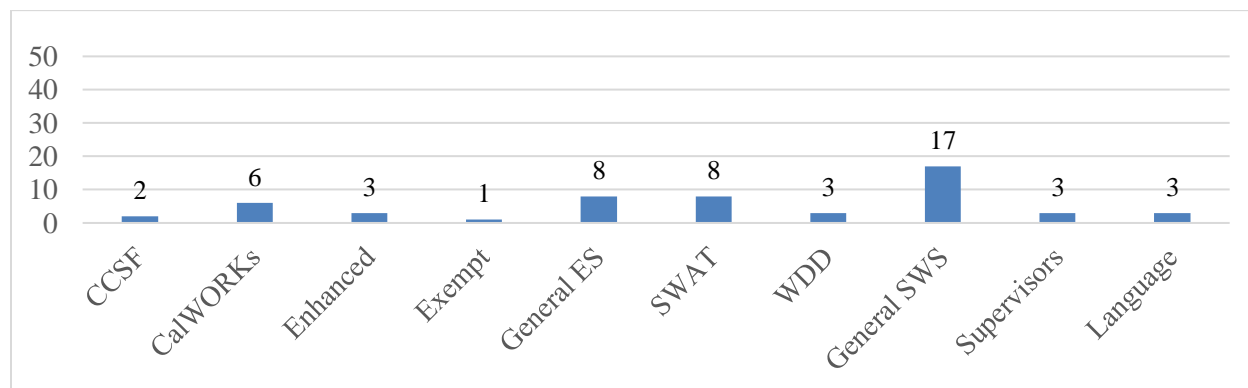


Figure 16

**Analysis:** This graph shows that of the 54 respondents surveyed were assigned to various units within the City and County of San Francisco's WTW program. There were 2 assigned to



the CCSF unit, 6 were general CalWORKs workers, 3 were in the enhanced unit, 1 was in the exempt unit, 8 were general employment specialists, 8 were in the SWAT unit, 3 were WDD caseworkers, 17 were general social work specialists, 3 were supervisors, and 3 were language workers.

**Question 22:** What additional comments or suggestions would you like to provide here?

**Raw Data:** Respondents offered additional comments that have been categorized in three areas, (1) sanctions, (2) activities, and (3) suggestions and comments.

Respondents made the following additional comments regarding the sanction process:

- They feel that sanctioning clients is not a solution:
- The program needs to bring back sanction outreach efforts:
- Case managers need to maintain client contact:
- Some clients do not want to participate and would rather be sanctioned:
- The grant amount affected is only a small portion of their overall financial grant:
- Stricter sanction policies are needed.

Respondents made the following additional comments regarding the WTW program's activities:

- More activities are needed for the clients:
- Activities offered need to include longer-term activities:
- More training programs for clients need to be developed, especially in soft-skills:
- CCSF's WTW program needs to work with more community-based organizations.

Lastly, respondents offered the following additional suggestions and or comments:

- The program only focuses on WPR measures:
- Clients' barriers need to be explored and addressed to meet WPR:

- There's a need for a system where clients have the opportunity to voice their wants and concerns:
- Management needs to improve staff morale:
- Management needs to communicate with staff members and ask for their feedback and buy-in before making changes to business practices.

**Analysis:** Based on the answers provided by the respondents, two themes emerged that align with the study's hypothesis, sanction processes and the program's activities. In reference to the sanction process, the information collected strongly suggests that sanctioning clients does not provide a solution that satisfies the clients' needs and the program meeting WPR. For the sanction process to be effective, outreach efforts need to be made so that case workers do not lose contact with their clients. This is especially true because respondents have communicated that there are some clients who do not want to participate at all and are only interested in getting supportive services such as transportation and child care. They have identified that these specific clients would rather be sanctioned than take advantage of what the WTW program was designed to achieve. Moreover, they believe, that stricter sanction policies are needed to capture this resistant population's attention.

In reference to the activities the WTW program provides, the respondents again expressed the need for more training programs and activities for participants. They voiced that activities need to be more long-term rather than the interim activities currently being provided. Also clients need training programs that focus on soft-skills so that they can demonstrate that they have skills and abilities employers seek. Furthermore, CCSF's WTW program needs to work with more community-based organizations. This point has been a recurrent suggestion throughout the survey responses.

Lastly, additional comments and suggestions conveyed that CCSF's WTW program heavily focuses on WPR more than delivery of client services. Respondents feel that this may be a contributor to why WPR is not being met. Too much emphasis on clients meeting requirements impart that the program is operating in their best interest, rather, determined to meet what US Congress has enacted. Another comment made by respondents was that clients' barriers are not being addressed. This remark corresponds with the heavy emphasis on WPR which exhibits those clients' challenges that hinder them from employment not being the priority. Moreover, they report that a system is not in place for clients to voice their wants and or concerns. Their opinions are only communicated to their case manager or program supervisors which they entrust will be considered. A suggestion of clients having an avenue to fill out surveys to be heard has been mentioned to bring this to attention.

In addition to all the information gathered, respondents also expressed their concern regarding staff morale being a contributor of unsatisfactory WPR standards. They believe that this is an important component of the program's success and that management should improve morale by communicating with their line workers and asking for their feedback and or buy-in before introducing changes to business processes and procedures.

### **Interview Questions**

**Question 1:** What is your current position or role?

**Answers:**

**Interviewee #1:** I am a Senior Trainer in the Staff and Organizational Development Department with the Human Services Agency of San Francisco. (05:02)

**Interviewee #2:** I am a Program Specialist and one of the CalWORKs program trainers.  
(0:15)

**Interviewee #3:** I am the training and handbook manager for CalWORKs' Workforce Development Division. (0:11)

**Question 2:** Please describe your responsibilities.

**Answers:**

**Interviewee #1:** My responsibilities include training HSA employees in program knowledge and technical staff development. The staff development trainings I've conducted are: management academy, analyst academy which includes 3 levels of excel training, and other technical training. The program trainings that I'm currently working on are for SF Benefits Net which includes CalFresh, MediCal, and CAAP. (05:46)

**Interviewee #2:** My current responsibilities include creating a training program, training topics, calendars, provide the training presenting materials in different aspects whether it utilizes power point, creation of how-to, role plays, or other visual materials. Also have trainees help each other with information that we render. The training I conduct encompasses both technical and soft skills. Part of the training has been created to promote the utilization of soft skills and how to develop them since part of the program requires good customer service since we deal with clients. Soft skills are emphasized since we found that they are developed over time and not everyone possess them. On the other hand, we also teach them about rules and regulations because we have to follow what the state mandates and the business process of the county. This business process, rules and regulations and soft skills. Soft skills are necessary for the workers, such as coaching because if rapport is created between the worker and clients, it would be easier for clients to provide verification that they're participating in WTW. (0:30)

**Interviewee #3:** The responsibility of this unit is to train the all of the eligibility workers,

employment specialists, social work specialists that are employed by the agency. Also, we're responsible for refresher training for exiting staff, as well as manager's training. I also update the employee handbooks, which requires me to keep up with the federal, state and local laws that relate to the benefits that the program offers. This means that the handbook committee has to document the changes of rules and regulations. We update the handbooks every 2 weeks when we receive documents from the federal or state government which gives direction on what changes we need to make to the program. We then adapt those directions to meet the needs of our county and we have to update that timely. I'm also the CalWORKS Outreach Liaison which is another part of the handbook and training committee. (0:24)

**Question 3:** How many years have you been in staff development and or training?

**Answers:**

**Interviewee #1:** I've been doing this type of work for 2 years and 9 months. (08:25)

**Interviewee #2:** I've been doing this type of work 6 months, in which I have completed 2 induction classes of employment specialists and social work specialists and I'll be starting my third class starting Monday. (3:39)

**Interviewee #3:** I've actually been a trainer now for 15 years. It started in the US Navy where I trained electrical engineers using classroom and hands on training for the entire US Special Forces. I then took on a training job with United Food and Commercial Workers which is a large employer benefits program. We trained existing staff for health and retirement benefits and maintained all the benefits for large companies like Safeway. Then I went into Health Services with CCSF where I trained the entire city for benefits. I did the orientation videos, one on one workshops with the new hires like the police department. Finally, I came to CalWORKs

and I've been here for 1 year and 5 months and we've trained 9 classes so far since I've been here. (2:59)

**Question 4:** Do you train Employment Specialists?

**Answers:**

**Interviewee #1:** No, I do not train employment specialists directly. (10:03)

**Interviewee #2:** Yes, I do train employment specialists directly. (0:58)

**Interviewee #3:** Yes, I am directly involved even though I'm a manager. I decided not to stay in the background, so I teach 4-8 modules of the training; I start off the training for the first week of the induction. I take them through the induction of CCSF, HSA, and getting them set up properly to have the mind focus for this type of work. (05:47)

**Analysis:** Of the three key informants interviewed, interviewee #1 does not train employment specialists (ES) or case managers directly, instead this person trains them in a supplemental capacity. The other two informants are directly involved in training ESs.

**Question 5:** How familiar are you with the CCSF Welfare to Work's work participation rate?

**Answers:**

**Interviewee #1:** I'm very familiar with WPR. I was an employment specialist for 6 years. Moreover, I was employed as an ES when the WPR measure rolled out. I actually saw the implementation of WPR. (10:32)

**Interviewee #2:** I'm very familiar with WPR. I was a former employment specialist with the CalWORKs program. As a worker this was very important because it is a way for the program to show the state that a percentage of our clients are meeting the federal mandated

requirement. This measurement is that each county has to provide on a monthly basis and is calculated as a percentage. (08:02)

**Interviewee #3:** Yes, I'm familiar with work participation rate. It is one element that we use to measure our success according to the Federal government. We do have to report a certain percentage to not only qualify for funding but fiduciary of our program in order to maintain this type of program. CCSF is special with WPR because we're a city and county that covers both elements. (06:44)

**Analysis:** All the interviewees are experienced and knowledgeable about WPR. They are or have worked in capacities or roles that deal with this program benchmark directly. Interviewee #1 and #3 were former employment specialists who were responsible for program knowledge, engaging clients, and verifying activities clients participated in to meet WPR. Interviewee #3 role is to understand the welfare to work program rules and regulations so that training material can be tailored to teach new and existing workers skills to aid them in meet WPR.

**Question 6:** What, if any, is a correlation between staff training and development and work participation rate?

**Answers:**

**Interviewee #1:** There is a correlation there definitely. Staff development is an important piece to meet WPR. Staff development is tasked to show workers the basic skills, demonstrate some techniques so that they can incorporate them into aspects of the work that they do with their clients. Staff development has something to do with WPR and it needs to be developed by the workers of the program to request. Once workers are taught the basics provided by staff development, workers would then use that as a structure and development their own styles. As an employment specialist they are expected to train clients how to conduct themselves when they're

seeking employment. This would include, how they should present themselves during interviews and expectations of employers. This would require workshops in training employment specialists coaching skills, guiding, motivating, and building trust/rapport with clients. (11:48)

**Interviewee #2:** There is a somewhat strong correlation between training and WPR. As I've mentioned, in order to meet WPR, there needs to be a strong relationship between the staff and the client, so that clients can also understand what the requirements are and turn in their verifications on time. Now that we're training our staff to create that relationship with clients it can benefit them. We've found out that once a client trusts the worker, it's easy for the worker to ask clients to comply since they know that the worker is doing that for the client's own benefit. Also, all the components are important one of which is the client, because the worker can be a great worker, but if there isn't a good relationship the client will not comply and WPR will not be met. (0:20)

**Interviewee #3:** The training is essential, the correlation being that to maintain WPR we need well educated and trained staff. They need to know the rules and regulations, the actual techniques to deal with employment and how to get clients to fully engage. It requires complete, comprehensive training. Meaning full understanding of what the result will be and maintaining flexibility which means that each person that comes through requires individually tailored assistance and to be seen as an individual. Therefore, WPR will naturally increase if we can keep these clients engaged. The correlation is direct; if our staff is not trained properly and they're not able to keep clients engaged, WPR will suffer. However, the correlation is not just training, it is also the economy, if caseloads go down, or if more people are simply getting jobs and moving on, then caseloads will go down. (07:45)



**Analysis:** All three interviewees expressed that there is a correlation between comprehensive staff training and development and WPR. They all arrived at similar responses that comprehensive staff training and development are important and necessary factors to meet WPR.

**Question 7:** In what ways, if at all, can comprehensive staff training and development affect work participation rate?

**Answers:**

**Interviewee #1:** There is a direct cause and effect relationship between WPR and staff development. If staff is trained effectively in how to techniques to persuade clients to participate in their activities, provided that there are activities that clients can participate in, then WPR will be affected in a positive way. It is a balancing act between a WTW ES that knows policies and procedures and one that is enthusiastic, proactive, knowledgeable worker; where the client feels that they can identify and trust that the worker is doing something to better their lives. The worker must be rounded where they know the rules and regulations but also have skills in communication, motivation, building relationships with their clients. If clients don't trust the worker, an ES cannot expect that the client will participate/cooperate or provide verification for the ES demonstrate clients are participating. (02:03)

**Interviewee #2:** There is a cause and effect relationship between training and WPR. In order to meet WPR, there are a required set of factors for clients to participate in such as: specific activities, hours that are derived from their household composition, etc. If there isn't any training about all those factors or program knowledge, WPR will not be achieved because the new staff would not know how to differentiate between the activities or calculate the hours.

Training is important for staff to acquire the knowledge so that they can implement the correct practices on the job. (02:30)

**Interviewee #3:** Poorly trained staff would not be able to fully engage participants. If we didn't train the staff properly before they left the training region and they entered the real world, they would not have the skill set to actually maintain the engagement rate or to tailor our product properly to our population. Poorly trained staff would equal WPR going down. (10:28)

**Analysis:** All three interviewees agreed that comprehensive staff development and training have a causal relationship with WPR. Based on the information they have provided, they all believe that if comprehensive training and development are completed, WPR will be affected positively. On the other hand, if staff are trained poorly or are not provided developmental training, WPR would "go down" or be impacted negatively.

**Answers:**

**Question 8:** What do you think are the most important skills for employment specialists or case managers to develop and learn?

**Interviewee #1:** Some important skills are communication, motivating, being able to establish trust and rapport with clients, and emotional intelligence. (07:50)

**Interviewee #2:** The important skills are soft skills and organizational skills, if staff are not organized they will not know how many cases they have, what each of their clients need to be assigned, when the activities are going to begin and end, monitoring/case management. Case management is not incorporated in the classroom training because staff don't have cases assigned and it is something developed with practice. The soft skills that are important are: communication, empathy, and demonstrating to clients that caseworkers are reliable. (04:08)

**Interviewee #3:** First skill is customer engagement is an important skill, which is an important element of customer service. Having the soft skills to be able to read a situation properly even when there isn't verbal exchange is important. Even when there isn't a full verbal exchange and being able to explain softly the rules and regulations the participants must follow. Keeping them mentally engaged and also reading a person is a number one skill set in customer service. I'll take someone with an enthusiastic attitude that isn't very knowledgeable over someone who is negative or disconnected but smart. We want someone who has a positive attitude with a customer service mentality, so that they can build relationships with clients more and relate with them much quickly.

Top three soft skills that are important are; interpersonal communication, which includes several things. A worker with good interpersonal communication would be someone who can actively listen. Second, job performance skills which is how well one types and knows the system and how quickly they can move while talking to a person. Third would be dynamism is the human element, it's the "it" factor, it is a person that is made for the job. This means that a person can be 50 different things in order to fulfill their roles and responsibilities. (11:09)

**Analysis:** Based on this information gathered, all three interviewees discussed soft skills being an important skill of employment specialists or case managers to develop and learn. There were similarities in their feedback where they state that soft skills encompass being trained in communicating, motivating, guiding, building rapport, customer service, reliability and organization in order to carry out the job of a welfare to work case manager properly and effectively.

**Question 9:** What else would you like to provide on staff training and development as it relates to impacting work participation rate?

**Answers:**

**Interviewee #1:** If ES's need some type of training, they need to request it from their supervisors and managers. The real time of requesting workshops and the roll out is a long process. It could take months to years for it be actualized. (26:25)

**Interviewee #2:** We're incorporating site visits to the CBOs that we work with, especially Arriba Juntos. This has been lacking in the training previously. If the new staff learns and knows the whole referral process, they'll have a better understanding of what the clients go through so that they can explain to clients what to expect and what happens during the programs. Arriba Juntos maintains a lot of our programs and by understanding what happens at that CBO, they can understand the whole process and its importance to WPR. (08:05)

**Interviewee #3:** Conditioning is also a part of training which also affects WPR. Conditioning means self-care for the actual staff. What we're doing in training, and it affects WPR, is that we condition our staff first. It takes about 3-4 weeks were they mentally strengthen and train themselves to turn their minds to have better attention to detail. By doing this it conditions them to better deal with the stresses that they'll have to deal with when they leave the training regions. This is a hidden factor that, if people are not conditioned mentally they'll exhaust easily. What happens is they start yawning, falling asleep and not paying attention which our clients feel. This affects their work and makes their work bad in that they make mistakes. This attention to detail takes conditioning. We teach self-help to the inductees. We teach our staff to take a breaks if they need it, take vacations, or a micro break if it's needed, stand-up. Also, during the training we don't teach for more than 30 minutes before we have a break. We have 2-3 stand-up times and it builds them to be mentally stronger and they're coming onto the floor with more power. (21:34)

**Analysis:** All three respondents furthered the information they provided with additional insights into training and development. Interviewee #1 called to attention the importance of requesting staff development trainings early due to the length of time it takes before requested workshops are designed. Interviewee #2 highlighted the immersion training courses where newly hired staff are walked through the entire process of client engagement. This training includes showing workers where clients are directed and referred to complete their activities so that case managers understand all the inner workings of how the client interacts with the program. Interviewee #3 emphasized the importance of conditioning workers so that they are prepared mentally for the work they carry out each day. This respondent stressed the importance of self-care so that workers are alert and effective. Without this aspect, it is believed that workers will burn out, make errors, and unavoidably negatively affect WPR.

### **Significant Findings**

The most significant findings from the survey with regard to the sanction process was twofold. First, the link to the need for additional activities and second, the respondents' belief in utilizing a client-first approach rather than the WTW's program push for "work-first" methods. These findings are significant because, firstly, the respondents confirmed that CCSF WTW's program activity limitation is a substantial factor in participation. Some clients choose to be sanctioned due to the limited options of activities or their lack of interest in the few activities offered. Secondly, belief in the effectiveness of the client-first approach demonstrates that clients are not responsive to being told by their case managers what they need to do to become self-sufficient. There is a need for clients to be mentored and treated as individuals to impart growth and development in their personal life choices.

There was an abundance of ideas from the survey regarding WTW activities that were significant finds. With regard to the need for additional approved WTW activities, the respondents strongly expressed the urgency for the program managers to not only put more activities into effect, but to also utilize other community-based organizations. CCSF's WTW program currently contracts with two CBOs but the qualitative data analyzed indicates that clients are not satisfied with, neither the job training programs, nor the skill building workshops being offered with the providers being used. This is an important find because the use of only two providers creates a monopoly of services being contracted out to just two entities. With these two organizations knowing that they have the longest running contracts while other CBOs in San Francisco are not being considered, their drive in delivering the best services have deteriorated. They have become complacent because they are not competing to place or train CalWORKs clients. They have a consistent flow of clients that keeps their organization funded and operable without supplying the deliverables; clients on going participation and completion of activities. Another important find that the researcher gathered was feedback regarding training being offered in other languages. San Francisco is a culturally diverse city with a plethora of languages spoken amongst its inhabitation. Training programs need to be offered in other languages to accommodate clients who are ESL or who speak very limited English. Including language specific training would give clients a great advantage that would help them acquire employment and become self-sufficient.

Finally, the most significant findings from the interviews conducted was the agreement between all three interviewees' responses regarding the correlation between training and development and WPR and the need for staff members to have soft skills training. They all agreed that there is a strong correlation between comprehensive staff training and development

and WPR. They also mentioned the importance of program knowledge, but all three stressed the need and significance of soft skills such as communication, motivating, coaching and building rapport and relationships. This is an important find because it illustrates the necessity of training encompassing all aspects that the job's duties require.

Overall the data revealed significant findings that support the researcher's hypothesis. Moreover, it strengthens the claim that all three independent variables: (1) stricter sanction policies, (2) additional approved WTW activities, and (3) comprehensive staff training and development would increase CCSF's WPR.

## **Chapter 5 – Conclusions and Recommendations**

### **Conclusion**

The following conclusions and recommendations for the study are provided below. The summary and recommendations were derived from the researcher's analysis and evaluation of the relevant literature reviews and primary data gathered from surveys distributed and interviews conducted with various CCSF's staff members.

The objective of this study was to identify strategies CCSF's WTW program can utilize to improve their WPR rating. The requirement all cities and counties must meet to avoid TANF block grant penalties is a work participation rate of 50 percent for all-families and 90 percent for two-parent household cases. From federal fiscal year 2007 through federal fiscal year 2014, CCSF's WTW program was not able to meet the target benchmark rating of 50 percent participation for all-families' cases. (See Appendix C) However, following that, in federal fiscal years 2015 and 2016 CCSF's WTW was able to reach the mandated benchmark, averaging 55 percent for the all-families rate, but still was not able to meet the requirement for the two-parent households' participation rate. The WPR rating for two-parent cases that CCSF's WTW has been able to achieve was a 70 percent rating in March of FFY 2017, (Bustos, 2017) at maximum and 46.7 percent minimum in May of FFY 2017, (Bustos, 2017); this range is not near the 90 percent benchmark requirement. Not only has the task of meeting the all-families rate proven to be arduous, but the expectation to meet 90 percent rate for two-parent cases is rigorous. Therefore, although CCSF has been able to meet the all-families rate, they are failing overall due to falling short with the two-parent families' rate.

The data collected reveals that researcher's hypothesis is valid and that all three strategies suggested can increase and affect WPR positively. Respondents of the survey confirmed that CCSF's WTW program must implement stricter sanction policies to motivate clients to



participate, but to design rules in and regulations that do not create additional barriers for its clients. Examples of such strategies that toughen the sanction process are: shortening the timeline to impose sanctions and allowing financial sanctions for both cash aid and food stamps.

Respondents also firmly established the urgent need for additional approved WTW activities.

While clients are interested in what the program currently offered, they are being cycled through the same few activities. This result in clients feeling disenchanted and growing bored or losing confidence in the value of participating in the WTW program. Finally, interviews with the training and development staffers validated the need for comprehensive staff training and development. They all especially agreed that soft-skills training is necessary to establish relationships with clients which would be useful in motivating them to participate.

In summation, all the data gathered strongly support the researcher's hypothesis that: (1) CCSF Staff training and development, (2) additional welfare-to-work activities and (3) stricter sanction policies will increase Welfare-to-Work's work participation rate. Considering that the study validates the researcher's claim, the next section details recommendations to incorporate strategies into the processes and procedures of CCSF's WTW program.

## **Recommendations**

### **Recommendation 1:**

By April 2, 2018 the City and County of San Francisco Welfare to Work Section Manager should request for Human Services Agency's Training and Development department to develop soft skill training workshops in communication, motivation, coaching, and establishing relationships and rapport. From the interviewees' responses, soft-skills are a requirement of case managers to develop to carry out their responsibilities effectively. With WPR contingent on clients' participation in the program, case managers need to develop skills in the areas named

above so they mentor their clients appropriately. Building relationships and rapport is important so that clients do not feel that they are being directed, but guided to self-sufficiency. In order to establish such relationships also requires training in communication, motivation, and coaching.

Recommendation 2:

By May 31, 2018 the City and County of San Francisco's Welfare to Work Section Manager should reinstate sanction outreach efforts and decrease sanction process times to less than 30 days. Qualitative data gathered from this study establish that these practices will effectively increase WPR. It was reported that sanction outreach efforts were once part of the sanction process but was eliminated. Respondents believe that if this action was reinstated, client participation would increase as a result of contact being established and being urged to maintain program engagement. Also decreasing sanction times would contribute to positively affecting WPR as it creates an urgency for clients. Shortening the time frame of imposing financial sanctions would prompt clients because it would not allow for long periods to drift. Data shows that clients contact their workers when their grants have already been affected, expediting the time it takes for grant reductions to take place would rouse the clients engage sooner.

Recommendation 3:

By August 31, 2018 the City and County of San Francisco's CalWORKs program managers should implement partial grant reductions for both cash aid and food stamps. The data gathered regarding partial grant reductions demonstrate that the reduction to only the cash aid portion not being effective. While full-sanction reductions resulted in a favorable outcome, respondents further commented that financial reductions cripple clients who are already disadvantaged. Therefore, partial grant reductions to both cash and food stamps allows for a compromise between both concerns. Currently, clients are not as moved when WTW sanction

only reduces their finances by an insignificant amount. However, taking from both pools of assets would alert clients and deter them from not participating in the program.

Recommendation 4:

By August 31, 2018 the City and County of San Francisco Welfare to Work's program managers should increase WTW activities to include: activities that focus on short-term vocational training, permanent/long-term employment and support higher education. These three themes were recurrent in the qualitative data gathered from surveys. Respondents expressed that these are areas where clients' interest prevailed. As expressed in the first recommendation, clients are bored of participating in recurrent activities. Introducing short training programs in vocations clients are interested in would cause a resurgence participation. Clients have reported that they are interested in the following vocational trainings and should be explored and implemented.

clerical/office work	cosmetology
entrepreneurship	culinary
higher education	mechanics
hospitality	medical field
trades-work (welding, construction, etc.)	computer science/technology

Figure 17

Clients have also stated that they are interested in the following activities and should be explored and implemented.

Permanent employment	employment within CCSF
----------------------	------------------------

short-term training/certificate programs	employment with flexible start times
additional paid activities	private sector employment
training/certificate courses in specific languages	activities hosted by other community-based organizations

Figure 18

**Recommendation 5:**

By August 31, 2018 the City and County of San Francisco CalWORKs' training and handbook team should develop refresher training courses for existing staff members and establish quarterly training clinics or training labs. Interviewees mentioned processes and procedures adjusting to meet the programs' needs. To ensure that workers are brought up to date with the latest practices, refresher trainings are important to establish and implement. Moreover, training clinics or training labs should also be developed for staffers having difficulty with complex processes. This would protect work from high error rates and also line workers feeling frustrated resulting in turnover or burnout.

**Areas for Further Research**

Throughout the qualitative data gathered from the surveys a common theme occurred related to barriers towards employment clients face. Respondents expressed that these hidden barriers are possible connections to reasons for clients not participating in WTW despite the opportunities the program provides. Currently, CCSF's WTW program have referrals in place to assist clients with barriers regarding: (1) child care, (2) transportation, (3) behavioral/mental health, and (4) domestic violence. However, though services are available and readily provided, there are still barriers clients are struggling with that are not apparent or not covered by these

resources. Further research needs to be conducted to explore what other barriers clients have that hinder them from participating in WTW and embracing the path to self-sufficiency. In accompaniment, additional research needs to be conducted as to what resources are available for those barriers once they have been uncovered. Without addressing this area for further research, WPR will continue to be negatively impacted due to hardships that are possibly being overlooked or unconsidered.

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## Appendix A

### Survey Questions

Hello, I am inviting you to participate in a brief survey on the sanction process and approved welfare to work activities in relation to work participation rate. As you are already aware, I am completing my master's degree in public administration at Golden Gate University. I'd like to get your personal perspectives on this subject matter so that I may gather information for my study. This survey should take approximately 15 minutes to complete. Your answers will be kept confidential and anonymous and will be used by me only for the purpose of completing my degree. Your input is important. Thank you for participating and for helping complete my research study.

#### Survey Questions:

1. How effective is the current sanction process in motivating clients to participate in the welfare to work program?
  - a. Very Effective
  - b. Effective
  - c. Neutral
  - d. Somewhat Effective
  - e. Not Effective
2. The current sanction process provides clients \_\_\_\_\_ to contact their caseworker to reengage in welfare to work activities.
  - a. enough time
  - b. not enough time
3. Partial grant reductions effectively motivate clients to participate in the welfare to work program.
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
4. Clients are able to cure their sanctions easily.
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
5. Clients contact their employment specialists soon after their grants have been reduced.
  - a. Strongly Agree
  - b. Agree
  - c. Neutral

- d. Disagree
  - e. Strongly Disagree
6. A stricter sanction process would increase client participation.
    - a. Strongly Agree
    - b. Agree
    - c. Neutral
    - d. Disagree
    - e. Strongly Disagree
  7. Full grant reductions would effectively motivate clients to participate in welfare to work.
    - a. Strongly Agree
    - b. Agree
    - c. Neutral
    - d. Disagree
    - e. Strongly Disagree
  8. Do you feel that the current sanction process is effective? Why, or why not?
  9. What changes, if any, do you think can be included to the sanction process that would increase client participation?
  10. The City and County of San Francisco's Welfare to Work participants are satisfied with the program's activity options.
    - a. Strongly Agree
    - b. Agree
    - c. Neutral
    - d. Disagree
    - e. Strongly Disagree
  11. Participants have a variety of approved welfare to work activities from which to choose.
    - a. Strongly Agree
    - b. Agree
    - c. Neutral
    - d. Disagree
    - e. Strongly Disagree
  12. The activities offered by the City and County of San Francisco's welfare to work program are of interest to the participants.
    - a. Strongly Agree
    - b. Agree
    - c. Neutral
    - d. Disagree
    - e. Strongly Disagree

13. Participants have repeatedly participated in the approved activities that the welfare to work program offers.
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
14. The welfare to work clients are motivated to participate in the activities the program offers.
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
15. The vocational training programs offered by the welfare to work program are areas of study clients want to pursue.
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
16. The subsidized employment programs offered through welfare to work are employment positions client would choose for themselves.
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
17. Other than the activities already offered in the City and County of San Francisco's welfare to work program, what types of activities are clients interested in?
18. Other than the vocational training programs already offered which vocational training programs are of interest to the clients?
19. What feedback have you received from the clients regarding the activities the welfare to work program offers?

20. My current role is:

- a. ES
- b. SWS
- c. Analyst
- d. Trainer
- e. Supervisor

21. I am currently assigned to \_\_\_\_\_ unit

- a. Exempt
- b. SWAT
- c. Language
- d. Other, please specify. \_\_\_\_\_

22. What additional comments or suggestions would you like to provide here?

## **Appendix B**

### **Interview Questions**

Hello, I am inviting you to participate in a brief interview on staff training and development in relation to work participation rate. As you are already aware, I am completing my master's degree in public administration at Golden Gate University. I'd like to get your personal perspectives on this subject matter so that I may gather information for my study. This interview should take approximately 30 minutes to complete. Your answers will be kept confidential and anonymous and will be used by me only for the purpose of completing my degree. Your input is important. Thank you for participating and for helping complete my research study.

#### **Training and Staff Development Interview Questions:**

1. What is your current employment position or role?
2. Please describe your responsibilities.
3. How many years have you been in the staff development and training profession?
4. Do you train Employment Specialists?
5. How familiar are you with the CCSF Welfare to Work's work participation rate?
6. What, if any, is a correlation between staff training and development and work participation rate?
7. In what ways, if at all, can comprehensive staff training and or development affect work participation rate?
8. What do you think are the most important skills for employment specialists or case managers to develop and learn?
9. What else would you like to provide on staff training and development as it relates to impacting work participation rate?

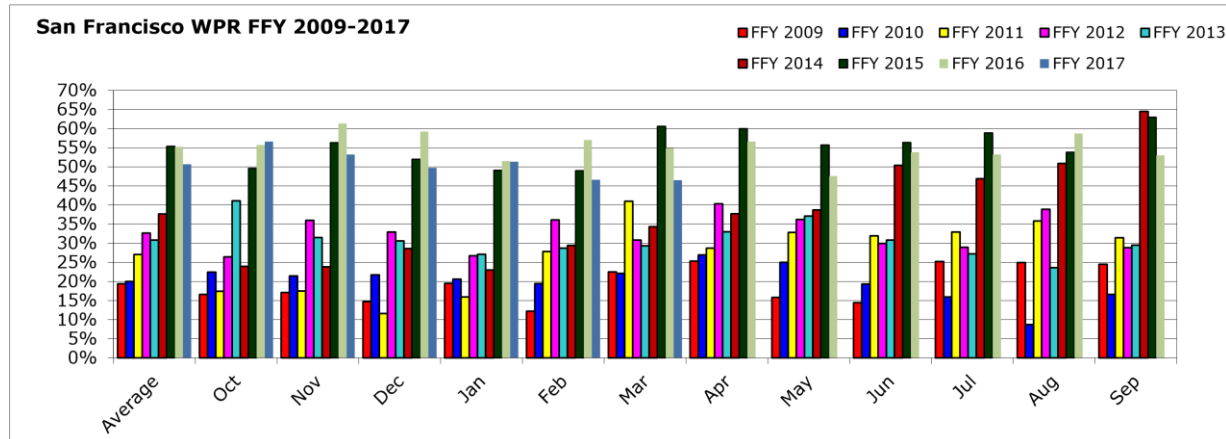
### Appendix C

City and County of San Francisco All-Families WPR Comparison Chart

	Average	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FFY 2007	<b>22.0%</b>	17.9%	22.6%	24.4%	17.5%	28.4%	23.0%	22.7%	17.1%	21.2%	22.8%	27.1%	19.3%
FFY 2008	<b>18.8%</b>	25.3%	25.1%	17.8%	16.1%	19.9%	16.5%	22.3%	16.5%	19.2%	16.8%	14.0%	15.8%
FFY 2009	<b>19.4%</b>	16.6%	17.1%	14.7%	19.5%	12.2%	22.5%	25.3%	15.8%	14.4%	25.2%	24.9%	24.5%
FFY 2010	<b>20.0%</b>	22.4%	21.4%	21.7%	20.6%	19.4%	22.1%	26.9%	25.0%	19.3%	15.9%	8.7%	16.6%
FFY 2011	<b>27.1%</b>	17.4%	17.5%	11.6%	15.9%	27.8%	41.0%	28.7%	32.8%	31.9%	32.9%	35.8%	31.4%
FFY 2012	<b>32.7%</b>	26.4%	36.0%	32.9%	26.7%	36.1%	30.8%	40.3%	36.2%	29.9%	28.9%	38.9%	28.8%
FFY 2013	<b>30.8%</b>	41.1%	31.5%	30.6%	27.1%	28.7%	29.3%	33.0%	37.1%	30.8%	27.2%	23.6%	29.5%
FFY 2014	<b>37.7%</b>	23.9%	23.8%	28.6%	23.0%	29.4%	34.3%	37.7%	38.7%	50.4%	46.9%	50.9%	64.5%
FFY 2015	<b>55.4%</b>	49.6%	56.3%	52.0%	49.1%	49.0%	60.6%	60.0%	55.7%	56.4%	58.9%	53.8%	63.0%
FFY 2016	<b>55.2%</b>	55.7%	61.3%	59.2%	51.5%	57.0%	54.9%	56.6%	47.6%	53.8%	53.2%	58.7%	53.0%
FFY 2017	<b>50.7%</b>	56.6%	53.2%	49.7%	51.3%	46.6%	46.5%						

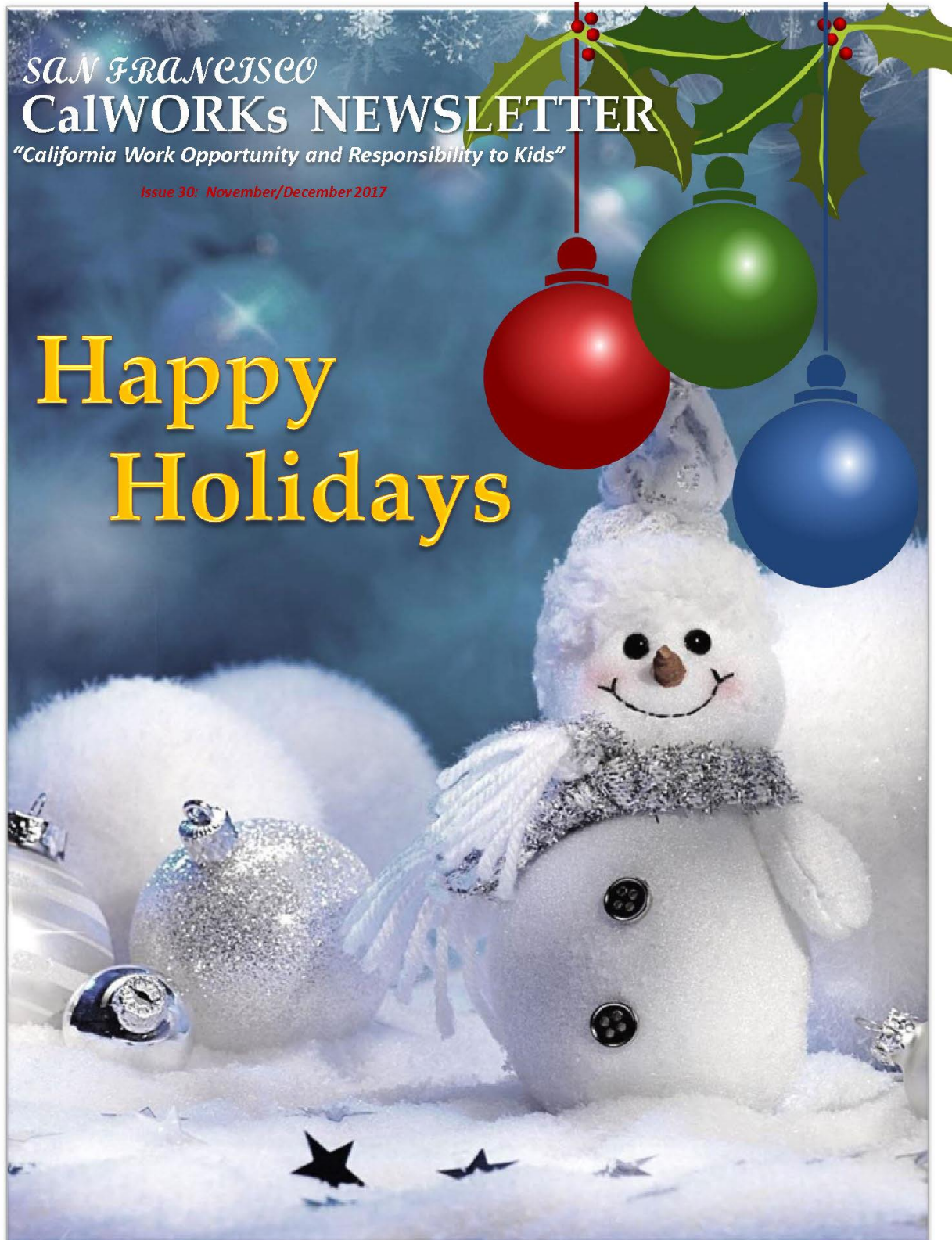
NOTE: Cells shaded green indicate Rapid Response Engagement Months. WPR Rates for FFY 2015 and FFY2016 are unweighted.

Required Rate for FFY 2000	40%
Required Rate for FFY 2001	45%
Required Rate for FFY 2002 - 2016	50%
Adjusted Rate for FFY 2008, 2009 & 2010	29%



Appendix D

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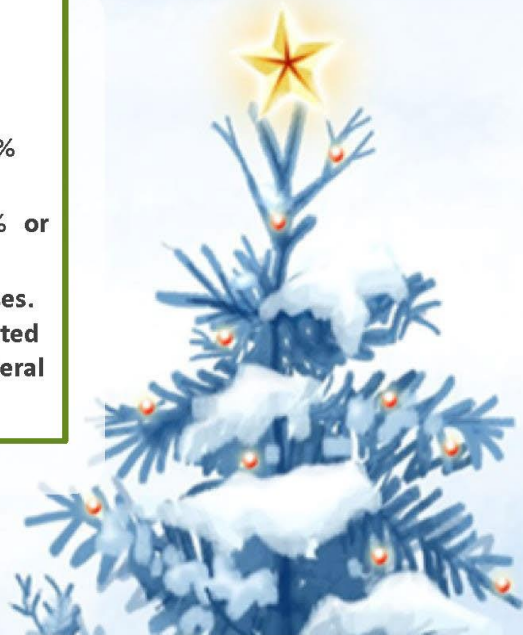




## How We're Doing

**FFY 2017 Average: 48.3%**

- May 2017 WPR for All Families was 48.1% or 64 of 133 cases.
- WPR for Two Parent Families was 46.7% or 14 of 30 cases.
- We met on 3 out of 5 RADEP & WINS cases. All Families WPR was 60% on cases selected for the federal sample. WPR rate for federal sample cases is 60.4% for FFY2017.



## Quality Assurance (QA)

- Cumulative QC error rate from 10/2016 to 5/2017 was 7.57%. May's QC error rate was 6.65%. No PACF case cited with QC dollar error for May review month.
- November and December QA case reviews found household composition errors caused most QA dollar errors.
- Focus reviews on cases with CalFresh head of households under 22 years old found four cases with errors. Children under 22 years old (and their children) living with parents need to be in the same CalFresh household as parents regardless of marital status.
- Separate CalFresh household should not be granted. When a client under 22 years old claims to be CalFresh head of household, worker is required to ask if the client lives with parents at the same address and should take proper action.



## Appendix E

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### How We're Doing – WPR (Mar '17)

- FFY 2017 Average: 50.7%
- All Families: 46.5% (60 of 129 cases)
- Two Parent Families: 70% (21 of 30 cases)

### QA/QC Updates & Reminders

- San Francisco's QC error rate from 10/2016 to 2/2017 was 7.45%. Feb 2017's error rate was 17.8%. Two NACF cases cited with dollar errors due to unreported income.
- **Wai Kwan Kan** hired as new WTW QA Program Specialist in July 2017. Welcome!
- WTW QA team completed 706 full case reviews and 1013 task reviews between Jan-Jul 2017. Case corrections are important and help reduce error rate. Many thanks to eligibility staff for correcting cases timely.

#### Reminders:

- *Income paid thru Arriba Juntos should be budgeted semi-monthly (not bi-weekly) based on AJ's 2017/18 payroll schedule available on line.*
- *VIP or CJP income is considered Work Study and should only be counted in the Cal Fresh budget. The workaround should include the 20% Earned Income Disregard. Income should be entered under the unearned income in the Collect Unearned Income Detail window and income type should be Net Countable Income for Food Stamps. In addition, Collect Employment History Detail window should be completed as well indicating that the client is participating in Work Study. Make sure to narrate this workaround in case comments.*

### CONTEST

#### 2<sup>nd</sup> Chance to Submit Your Guess!

The 100<sup>th</sup> day with Zero Abandoned Calls is so close!

#### As of August 25<sup>th</sup> the Service Center is at 93!

This is your last chance to submit a guess – YES, even if you submitted one previously.

So what do you think?  
On which day will the Service Center achieve its 100<sup>th</sup> day without an abandoned call?

Send your guesses by end of day Sept 6<sup>th</sup> via email to **ramon.bustos@sfgov.org**

*One more chance to win a prize.*