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# CalWORKs – Next Generation Strategies to Increase Work Participation Rates City & County of San Francisco

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Submitted by

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**Abstract**

The purpose of this study is to determine how to effectively increase the Work Participation Rate (WPR) and conduct an analysis of the different types of training programs, including job development, job readiness, resources, and implementation of the statewide CalWORKs 2.0, while addressing the barriers of TANF recipients not engaged or participating in work activities. The literature reviewed was relevant to the study by comparing strategies other states and counties have implemented to increase WPR and the visions of the role of work in the welfare program. The literature examines the significance of the TANF Work Participation Rates (WPR) and the consequences of states and counties not meeting the federal statutory rate set at 50 percent for all families and 90 percent for two-parent families. The need to address the policy issues is evident and pressing (OLR, 2006; CBPP/CLASP, 2007). The failure to achieve the Work Participation Rates (WPR) results in states being assessed a significant penalty to be withheld from the Federal Government block grant.  A case study design approach was used for this study. Both quantitative and qualitative data was collected using questionnaires, surveys, and interviews.  The collected data was examined and analyzed to provide further information on supporting or opposing the strategies of the CalWORKs 2.0 and the viewpoint with the goal of buy-in from staff and participants. This case study is vital to the success of the City & County of San Francisco and California to further promote self-sufficiency to the participants receiving cash assistance through CalWORKs. This study is relevant in the field of Public Administration since it addresses the economic and socioeconomic issues which impact low-income families; specifically, children. The study is relevant to California programs such as CalWORKs budget and resources since imposing any penalties to the state and county welfare departments will essentially impact the goal of employment and work readiness activities that will lead to self-sufficiency.

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## Chapter 1 – Introduction

**Welfare Reform**

Public Assistance has dramatically changed due to welfare reform efforts in California. As a result, California's budget and funding has severely impacted welfare programs thereby reducing resources for cash assistance recipients. California and the surrounding counties including San Francisco County within the state has shifted from the provision of cash assistance as the premise of entitlement to now requiring recipients to participate in employment and other work readiness activities as a condition of their continued public assistance. Congress established the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 through public law 104-193 and established the Temporary Assistance for Needy Families (TANF) block grant. There were ultimately four goals of TANF 1) Provide aid to needy families so that children may be cared for in their own homes or in some cases in the homes of relatives 2) End the dependence of needy parents on government benefits by promoting job preparation work, and marriage; 3) Prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies 4) Encourage the formation and maintenance of two-parent families, (U.S. Government Accountability Office, 2005)

In 1997, Assembly Bill 1542 was established by the California Work Opportunity and Responsibility to Kids (CalWORKs) program for out TANF

requirements. California uses a *work first* (Brown, 1997) model which encompasses and focuses on employment and activities to promote employment with job readiness, training and education. Counties are predominately responsible for developing a plan that identifies programs and services, along with the proposed or anticipated spending levels. There are 12

designated Federal activities that people on aid must participate as part of the Welfare-to-work program. These activities are 1) subsidized private sector employment, 2) subsidized public sector employment, 3) unsubsidized employment, 4) job search and job readiness assistance, 5) work experience, 6) on-the-job training, 7) community services programs (non-profit) such as San Francisco's Individual Training and Internship Program (ITIP), 8) education directly related to employment, 9) satisfactory attendance at a secondary school, 10) vocational educational training, 11) job skills training related to employment, and 12) provision of child care to participate in a community services program, (Falk, 2006). The goal of this CalWORKs program is to develop employment service programs consistent with federal law and to provide a full range of services available to move participants receiving assistance off aid and into work force and self-sufficiency, (Falk, 2006).

Welfare programs for the U.S. Department of Health and Human Services (HHS) face many challenges on achieving or meeting the Temporary Assistance to Needy Families (TANF) Work Participation Rates (WPR). Welfare and the subsequent reauthorization have made several changes and modifications to the Federal program and have emphasized work participation for recipients by establishing a minimum state participation requirement. The U.S. Department of Health and Human Services (HHS) issues TANF state work participation rates that measures how well each state engages families that are receiving assistance for certain work activities that they participate in during each fiscal year.

**Background of the Problem**

The State of California along with some counties struggled to meet the Work Participation Rates (WPR) after the federal government's reauthorization of TANF that was implemented and passed with the Deficit Reduction Act (DRA) of 2005. Because of the DRA, several changes made it increasingly difficult for California to meet the federal TANF requirements. The most difficult cases to meet the

requirements are on sanctioned cases, child-only cases, and a declining caseload, (Reed & Karpilow, 2010). Sanctions are based on when recipients fail to comply with program requirements such as participating in work activities. State law requires each county to sanction the non-compliant individual when the individual fails to comply with program requirements for not participating in work activities. In San Francisco when an individual is sanctioned, a portion of the case benefits is terminated while in other states a full family sanction terminates the entire case benefit.

TANF offers states the option of funding child-only cases with a portion of the federal block grant for families that are impoverished. These types of cases provide cash assistance for minor children living in poverty, regardless of their parents work status. Child-only cases are for cases where the adult is ineligible due to time limits, (clock has expired 60-months), sanctions, drug felony convictions, receiving Supplemental Security Income (SSI), or immigration status. The most unfortunate of child-only cases is TANF reauthorization legislation that passed in 2005 has mandated that the child-only cases count towards a state's work rates which make it difficult to meet the required WPR, (Reed & Karipilow, 2010).

The DRA provided a significant barrier to California's WPR due to the safety net program. These types of cases provide cash assistance for minor children living in poverty regardless of their parents work status. Even with the caseload credits provided by the CRC, it has still been challenging due to the years used to calculate the CRC. The reductions were only considered in caseloads from 2005 to 2013. In 2015, the statutory rate was set at 50 percent for all families and 90 percent for two-parent families. The reauthorization of federal welfare reform legislation that was introduced in 2006 has made it increasingly difficult for welfare offices to achieve satisfactory participation from TANF recipients. As a result, the lack of experience agencies face in comprehensive program evaluation and agencies accustomed to the traditional practices of evaluating programs and budgetary guidelines is imminent.  Local agencies are struggling to effectively implement strategies on how to increase WPR, improve client engagement, while using the allotted spending for welfare-to-work programs.

As of January 2018, four states have failed to meet the mandated WPR and California is one of them. The City & County of San Francisco is affected by the TANF requirement along with other

counties that have not met the mandated TANF regulation of WPR. Most of the studies researched will identify strategies that other counties and states have implemented to increase WPR. The studies also reflect implementing training modules by creating new work activity programs to improve client engagement, specifically, those that are hard to serve due to barriers of domestic violence, substance abuse, mental, and physical disabilities. Implementation of the proposed CalWORKs 2.0 statewide and within counties of California will be analyzed and reviewed for further research by forecasting and projected results. Modifications are necessary to evaluate indicators of current employment program effectiveness and analysis in evaluating the current methods.

**Statement of the Problem**

The City and County of San Francisco must make improvements in the WPR rates or face the consequences and severe challenges of sanctions and penalties. In 1997, the Assembly Bill 1542 was established for the California Work Opportunity and Responsibility to Kids (CalWORKs) program to carry out TANF requirements. Effective, January 1998 each county was required to develop employment service programs with goals to be consistent with federal law and to provide full range of services available to move participants receiving assistance off aid and into the work force and becoming self-sufficient. Welfare programs for the U.S. Department of Health and Human Services (HHS) or Welfare reform face many challenges on achieving or meeting the Temporary Assistance for Needy Families (TANF) Work Participation Rates (WPR). Welfare and subsequent reauthorization have made several changes and modifications to the Federal program and have emphasized work participation for recipients by establishing a minimum state participation requirement as mentioned earlier in this research paper. Due to the reauthorization of TANF requirements, local welfare offices including the City & County of San Francisco have struggled with introducing new job activities for TANF recipients. Job activities have proven to be difficult for the clients due to barriers clients face such as mental, physical disabilities, substance abuse, lack of education, and domestic violence. San Francisco has recently implemented CalWORKs 2.0 along with other counties to address these issues by focusing on new activities that

primarily focus on serving clients more effectively by first addressing the barriers for hard to serve clients.

**Purpose of the Study**

The main purpose of the study is to examine, analyze and evaluate how the CCSF can effectively increase the Work Participation Rate (WPR) and conduct an analysis of the different types of resources and job development training programs and determine what is working in other states and counties who have met the WPR. This paper identifies and evaluates a variety of strategies used by other states and counties, including other government entities in the effort to increase or maintain the federally required WPR rates. The study includes the City & County of San Francisco's implementation of the statewide newly proposed CalWORKs 2.0 and other tools used by Santa Clara County and other counties in implementing client engagement tools to improve client's participation in work activities by addressing the barriers of hard to serve TANF recipients.

**Significance of the Study**

This case study is vital to the success of the City & County of San Francisco and California to continue to promote self-sufficiency to some of the most vulnerable hard to serve TANF recipients by effectively addressing the barriers for clients by introducing new work activities with the goal of improving client engagement and increasing the Work Participation Rates. This study is relevant in the field of Public Administration since it will address the economic and socioeconomic issues of participants receiving aid. The most vulnerable are reliant upon the services provided through our Welfare-to-work programs. This study will identify the impact on the budget and funding for these programs in the next fiscal year by conducting qualitative, quantitative, and experimental research on current WPR performance measures and metrics.

**Research Question**

How can the City & County of San Francisco's Workforce Development Welfare to Work implement CalWORKs 2.0 and other tools using other counties and states both in private and public sectors to effectively improve client engagement and increase Work Participation Rates that is required by the Federal TANF regulations?

The research question was implemented based on the current tools that the City and County of San Francisco is using and what's working and not working for the City and County of San Francisco to improve client engagement and increase Work Participation Rates. A comparison will be identified, evaluated and analyzed to determine what other states and counties are using to effectively improve client engagement and increase Work Participation Rates required by the changes of the new Federal Temporary Assistance for Needy Families (TANF) regulations.

**Hypothesis**

If the City & County of San Francisco implements the new proposed strategies of CalWORKs 2.0 and other client engagement tools using other counties and states both in private and public sectors it would increase the Work Participation Rate. This hypothesis was derived from extensive research with other counties and states in private and public sectors in implementing strategies on how to both improve client engagement for some of the hardest clients to serve and strategies to increase Work Participation Rates.

**Sub-Research Questions**

1. What types of training techniques, instructional delivery and content used by other counties and states in both the private and public sectors engage client participation in work-related activities?

2. Do you believe the proposed CalWORKs 2.0 and/or re-alignment will improve the delivery of service such as wrap-around services, JobsNOW!,

3. Is staff trained and prepared in team unification and cross-departmental cohorts to implement

strategies for the new proposed CalWORKS 2.0 to increase Work Participation Rate (WPR)?

4. Is staff prepared to address some of the most common barriers and issues clients face like 1)

 employment 2) education/training, 3) crisis resolution 4) Intensive services 5) Barriers/Life areas

5. How can strategies used by other government entities to maintain the federally required Work

Work Participation Rates (WPR) levels be analyzed, evaluated, and identified?

6. Do sanctions and time limits motivate TANF recipients to work, if yes, would it boost work

participation rates?

7. Is goal-setting an effective way to engage clients and theoretically increase WPR?

8. Can developing work activities to implement soft skills/hard skills, such as motivation improve

client engagement and potentially increase WPR?

9. Are some state or local programs dealing with specific demographics or hard to serve

populations with extensive barriers like that of San Francisco being a sanctuary city?


**Assumptions and Limitations**

The assumptions and limitations of this research are with the CalWORKs 2.0 implementation and

the challenges to produce any findings or results since the program is in its infancy stage. The study used

projections and forecasts for relevant data including surveys from staff to determine viable feedback on

the strategies of CalWORKs 2.0. The other studies for client engagement is identified and researched by

using other tools that other counties have used; specifically, the counties that have met the mandated

federal TANF requirement of WPR.


**Definition of Terms**

**Temporary Assistance for Needy Families (TANF)**

In 1996, the 60-year old Aid to Families with Dependent Children program; Public Law 104-193

established as the Temporary Assistance for Needy Families (TANF) program was replaced with the

Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA). The purpose of this system was to shift the philosophy of welfare from a federal entitlement to more of a work-based system that would require a percentage of adults to engage in work or some work-related activity for a specified number of hours per week, (Center on Budget and Policy Priorities, 2009).

Temporary Assistance for Needy Families (TANF) is a program by which states receive federal flexible block grant funding that reflects a range of different goals to include: income support for children to be raised at home, work promotion and marriage encouragement. The Federal government does not collect data on states' performance in meeting the full range of goals, (Lower-Basch, 2017). The only measure of performance that states are held accountable is for the Work Participation Rates (WPR). Any state failing to meet Work Participation Rates (WPR) is at risk of losing a portion or share of the block.

**California's Welfare Program – CalWORKs**

In 1998, California implemented CalWORKs program which is also called Welfare to Work Act of 1997 and was based on the federal TANF program. This model is described as the *"work first"* (Brown, 1997) model that primarily focuses on employment activities and ways to promote job readiness through work activities, training workshops, and education, (Brown, 1997). Each county has an opportunity to implement and develop the plan for the different types of programs and services available to recipients while keeping in mind the current and future spending levels appropriated. Counties have the flexibility to design or develop any type of employment service and work activity if the TANF guidelines are followed. The 12 federally allowable activities include: 1) subsidized private sector employment, 2) subsidized public sector employment, 3) unsubsidized employment, 4) job search and job readiness assistance, 5) work experience, 6) on-the-job-training, 7) community services programs (non-profit) such as San Francisco's Individual Training and Internship Program (ITIP), 8) education directly related to employment, 9) satisfactory attendance at a secondary school, 10) vocational educational training, 11) job skills training related to employment, and 12) provision of child care to participate in a community services program. (Falk, 2006).  In California, the welfare to work program provides temporary financial

assistance (cash aid) and employment services to families with minor children under the age of 18 through TANF, known as CalWORKs, (Southard, 2000). The objectives of this program are ideally to help participants get a job, retain their job, and the most prevalent is to ensure participants are off welfare and on the road to self-sufficiency, (Southard, 2000).

**Federal Work Participation Rates and Penalties**

As a condition of federal block grant welfare funding, the TANF regulation mandates that states must engage a share of the families receiving assistance by meeting two requirements to Work Participation Rates (WPR) every year. The first requirement is the all families that each state is required to meet at 50% and two-parent cases are to be met at 90%. States that fail to meet these requirements are significantly penalized through the loss of their grant allocation for future years.

**JobsNOW!**

JobsNOW! started in 2009 as part of the Obama stimulus program to assist local businesses, reduce unemployment and pump money into the economy. In September of 2010 after the stimulus ended, San Francisco decided to continue the program due its success at the time, but, in a smaller scale. The program exists through partnerships with non-profit and private employers, City departments, and community based organizations. JobsNOW! provides employment opportunities and training services for participants in one of our benefit programs, such as CalWORKs and County Assistance Programs (CAAP or General Assistance). JobsNOW! programs and services may also be available to select adults on Cal Fresh (Food Stamps) as well as youth transitioning out of foster care. Through its variety of job match programs and paid internship opportunities, the JobsNOW! program is designed to help any job seeker, regardless of their work experience, education, or job skills.

Some of the JobsNOW! programs model such as Community Jobs Program (CJP) that is

designed for participants with little or no work experience where they can develop job skills and assist in developing soft skills, such as motivation and goal-setting. There is the Individualized Training and Internship Program (ITIP) designed for participants with moderate jobs skills and work experience, but who have demonstrated an ability to work without a high degree of case management. Participants work 35-40 hours a week and earn the minimum hourly wage. Job sites are at non-profit organizations and offer a variety of job tasks for the duration of 6 months. There is also On-The-Job-Training (OJT) that is designed for participants with high market connection, high job skills and high level of soft skills. The training program is a specific occupational training at a private sector worksite. The purpose of the OJT is to connect participants to high wage jobs that offer significant opportunities for high earnings and potential growth. Employers are reimbursed up to 100% of wages paid for the 1st half of the training and 50% of wages paid for the remaining half of the training.

JobsNOW! uses a subsidized employment model as a main strategy to move job seekers into permanent positions, and we also work to develop unsubsidized job opportunities by offering valuable business services that attract employers from a variety of industries. Our contracts for case management and training also help ensure a participant's retention and success after the completion of the program. Wage subsidy reimbursement has a 2-tier wage subsidy for positions that pay $15.00 up to $16.49 per hour and provide at least 32 hours a week will receive a total of $5,000 wage reimbursement ($1,000 a month, for 5 months). Positions that pay on the 2nd tier level of $16.50 up to $35.00 per hour and provide at least 32 hours a week will receive the 1st month at 100% of the wages and 2nd month up to 75% of the wages, and for months 3, 4 and 5 a $1,000 a month for reimbursement.

Our JobsNOW! program model has received state-wide and national recognition for its proven track record of helping participants find and maintain employment. Some of our program outcomes are highlighted below:

- Nearly 22,000 job placements since the program began in 2009
- 55% increase in average earnings after participants exit the program.

- 78% of CalWORKs and County Assistance Programs (CAAP) participants no longer needed cash assistance two and a half years after exiting the JobsNOW! program. (Source: City & County of San Francisco Human Services Agency)

**Work Participation Rates**

A fraction (expressed as percentage) derived by dividing the number of families considered engaged in work by the number of families included in the participation rate. It is the work participation rate that is compared to the target rate of work participation that determines whether a state has met the TANF work participation standard.

**How is Work Participation Rates Calculated?**

The State TANF Work Participation Rate (WPR) is modified to meet the State WPR, 50% of cases with work-eligible clients are mandated to meet the participation target for all cases. Any countable hours completed voluntarily by an exempt client are counted as extra credit toward the WPR. Any work-eligible individual regardless of age who are receiving the adult payment standard is also included in the WPR. Included in this number are teen parents who have their own case, but not teen parents who are receiving aid as dependent children. In addition, for any verified countable activities that are voluntarily completed by an exempt person who is not included in the work-eligible population would receive credit for these activities. These hours completed by the exempt clients would be counted as extra credit toward the WPR.

**Temporary Assistance for Needy Families (TANF) work participation standard**

The official assessment of state welfare-to-work programs under TANF law comprises of 1) a target rate of work participation 2) the caseload reduction credit 3) a list of activities countable in the

work participation rate, and 3) the minimum number of hours per week of participation required in a month for counting activities toward the work participation rate.

**To determine the Participation Target for a case, we consider:**

a.  the number of persons in the adult payment standard (one or two-parent case); and

b.  the number of work-eligible individuals in the household; and

c.  whether or not there is a teen parent with school as their activity; and

d.  whether or not there is a child under the age 6 in a one Work-Eligible case.

| Total # persons in TANF adult standard | Total # Work-Eligible persons in case | Total # Work-Eligible Teen Parents in case | Youngest child under age 6? | Core Requirement | Participation Target | (Refer to examples below) |
|---|---|---|---|---|---|---|
| 1 | 0 | 0 | - | none | none | A |
| 1 | 1 | 0 | YES | 20 hours/week | 20 hours/week | B |
| 1 | 1 | 0 | NO | 20 hours/week | 30 hours/week | C |
| 1 | 1 | 1 | - | Satisfactory progress | met if making satisfactory progress | D |
| 2 | 0 | 0 | - | none | none | E |
| 2 | 1 | 0 | - | 30 hours/week | 30 hours/week | F |
| 2 | 1 | 1 | | Satisfactory progress | met if making satisfactory progress | G |

**Participation Target Examples**

Refer to chart above.

**A: Single Parent case - Exempt**

Ms. B has a 6-month old infant, so is exempt from participating in Countable activities. She does not have a Participation Target. However, she would like to continue working toward her cosmetology certification, so Vocational Education is added to her RSP to enable her to receive supportive services. Her FCRC receives extra credit toward the WPR because she participates 20 hours a week in her cosmetology program.

**B: Single Parent case with child under age 6**

1.  Ms. A is a single mother with a child under age 6. She agrees to go to a Work Experience site. Using her cash and SNAP benefits, Form 4044 calculates 18 hours per week. She meets her 20-hour Core requirement by completing 18 hours at the site every week. Two hours are deemed to meet her Core requirement. Since her Participation Target is also 20 hours, no additional hours are needed.

2.  Mr. K is joined in Illinois by his wife who is ineligible for TANF due to her immigration status. There are 2 parents in the home, but only one parent is included in the TANF adult standard. Since they have a child

under age 6, Mr. K's Core requirement and Participation Target are both 20 hours. He does not have a High School education, so is able to meet both Core and Target by participating in GED classes 20 hours a week.

**C: Single Parent case with children age 6 or over**

Ms. E is a single parent whose children are all over age 6. Due to the amount of her grant and SNAP, the Form 4044 computation yields a maximum of 36 hours. She is assigned to Community Service at a local food pantry for 30 hours a week to satisfy both her Core requirement and Participation Target. She enjoys her work, and sometimes volunteers additional time to help out, but we do not report hours over 30.

**D: Single Parent case - teen parent in school**

Ms. F is a 16-year-old head of household with a 6-month-old child. She regularly attends GED classes and satisfactorily completes her assignments. Her Core requirement and Participation Targets are met.

**E: Two Parent case - both parents exempt**

Mr. and Mrs. X have a child approved for the Medically Fragile Technology Dependent (MFTD) waiver. They are both exempt from participating in Countable and Support activities. The child receives in-home nursing during the day, but the parents must care for the child at night, covers missed nursing shifts, and are responsible for attending doctor and physical therapy sessions. Mr. X is having problems coping with the child's condition, so a referral to a mental health professional is recommended, but cannot be required.

**F:  Two-Parent case with one Work-Eligible parent**

1.  Mr. and Mrs. M have a newborn. One parent is Exempt due to care of a child under one. The other parent is Work-Eligible, and is responsible for completing all hours for the case. The Core requirement and the Participation Target are both 30. All 30 hours must be in a Core activity. Since Mr. A is working toward certification as a welder, he is able to complete all 30 hours in Vocational Education.

2.  The father of Ms. A's 2-year child from Scenario A is added to the TANF case. The Core requirement changes from 20 to 30 hours because having a child under age 6 is not a factor in a two-parent case. The father is approved for a medical barrier, leaving Ms. A as the only Work-Eligible person in the case. The Core requirement and Participation Target are both 30 hours. Due to the increase in assistance, the FLSA calculation now determines 22 maximum weekly hours in Work Experience. As long as Ms. A completes 22 hours, her Core requirement is deemed met and no additional hours are needed to meet the case's Target.

3.  Ms. G is a 17-year-old head of household with a 2-month-old baby. She is attending high school and is expected to graduate with her class. The 21-year-old father of her child is exempt due to care of a child under age one. Ms. G is the only Work-Eligible person in the case and she is able to meet the Target by her satisfactory progress toward graduation. The father is employed 30 hours per week, which stops the 60-month counter for the case, and is also counted as voluntary participation toward the WPR.

**G: Two-parent case with one Work-Eligible parent who is a teen completing HS/GED, other parent Exempt**

Mr. Z and Ms. V have a newborn. Ms. V is 18 years old and is completing her senior year of high school. Mr. Z is Exempt due to care of a child under one. The Core requirement is normally 30 hours for a 2-parent case, but since Ms. V is the only Work-Eligible individual in the case, and she is a teen parent completing her education, the Core requirement is met by her regular attendance and satisfactory progress. The case Target is also met by satisfactory progress.

**TANF STATE WORK PARTICIPATION RATE**

The State TANF Work Participation Rate (WPR) is modified. To meet the State WPR, 50% of cases with Work-Eligible clients must meet the Participation Target for their case. Countable hours completed voluntarily by Exempt clients are counted as extra credit toward the WPR.

Work-Eligible individuals of any age who are receiving the adult payment standard are included in the WPR. This includes teen parents who have their own case, but not teen parents who receive as dependent children. In addition, credit is given for verified countable activities completed voluntarily by Exempt persons who are not included in the Work-Eligible population.

**How does the State WPR and policy differ from Federal regulations and reporting?**

Who is we?>We are placing terminology in the manual which was introduced with federal TANF Reauthorization included with the Deficit Reduction Act of 2005.

State Participation policy and WPR reporting differ from Federal Participation rules or reporting in several ways:

- Cases with 2 Work-Eligible persons are included in the State WPR. (legacy Category 06)
- Adult-only pregnant woman cases are included in the State WPR.
- Refugees are counted in the State WPR after 12 months of TANF assistance.
- There is no imposed limit to the number of weeks Job Search/Job Readiness may be counted as a Core activity, although there is a limit to the number of weeks it may be assigned as the sole activity.
- Hours of participation in Associate/Bachelor Degree Program may meet the minimum Core requirement for a one Work-Eligible case as long as the 2.5 GPA criteria are met.
- Activities to address substance abuse and mental health are non-countable Support Activities.

Federal reporting will continue to be handled by the Bureau of Performance Management. State WPR reports are being developed at state, regional and FCRC levels.

**Who is considered to be Work-Eligible?**

Individuals are counted in the Work-Eligible population when they:

1. receive cash for themselves; and
2. receive the adult payment standard; and
3. are not exempt from engaging in countable activities.

All three conditions must be met.

**Who is considered to be Exempt?**

To not be considered Work-Eligible, a person must have at least one reason to exempt them from participating in countable Work, Training and Education (WT&E) activities.

**A person is Exempt when they:**

- do not receive cash; or

- are caring for a related child under age one (only one adult per case & not applicable to teen parent who does not have diploma or GED); or

- are age 60 or older; or

- are a dependent child (see *"What about a teen parent..."* below); or

- have one of the following types of medical barrier:

o pending or approved by the Client Assessment Unit (CAU); or

o woman within her last 6 weeks of pregnancy; or

o new mother 12 weeks after delivery; or

o receives Social Security disability benefits based on own disability; or

- have a Family Care Barrier pending or approved by CAU; or

- have a child in home approved for Medically Fragile Technology Dependent (MFTD) waiver (both parents); or

- are approved for Family Violence Exclusion.

If none of the above criteria are met, a person receiving TANF as an adult is included in the Work-Eligible population.

### *What about a teen parent who receives as a dependent child in a case with siblings or a parent?*

For reporting purposes, only a person who receives the adult payment standard is included in the Work-Eligible population. A teen parent who is included in a case as a child is *not* included in the Work-Eligible population. However, the teen is still required by policy to sign a RSP and to finish their high school education, so is not truly exempt from WT& E activities. The WPR is not affected negatively or positively by the status of a dependent teen's compliance, unless the entire case loses cash due to the teen parent's non-compliance.

**Examples of Work-Eligible & Exempt persons:**

1. A 64-year-old woman receives cash as an optional caretaker relative in a case with her granddaughter. She is over age 60, so she is Exempt. If she were under age 60, she would be Work-Eligible unless she met another exemption reason.

2. A 22-year-old woman has a level 3 sanction due to noncooperation with child support. She is dropped from the Work-Eligible population because she is not receiving cash.

3. A 17-year-old and her 2-year-old child receive cash with the 17-year old's mother. The teen parent is not included in the Work-Eligible count because she receives as a dependent child. However, this does not mean she is exempt from the activity compliance requirement. She still has an RSP, and must cooperate with completing her education.

4. The 17-year Old's 16-year-old boyfriend moves in with the family and paternity is established for their 2-year-old. The young couple and their child are set up in their own case with the 17-year-old as head of household. Both teen parents are now included in the Work-Eligible population because they receive the adult payment standard.

5. A pregnant 15-year-old teen lives with her parents and siblings, but has her own case because the rest of her family did not apply for TANF. She is included in the Work-Eligible population because she is head of household and receives the adult payment standard. Determine parent liability if the 15-year old's parents have income.

6. A woman who has lost custody of her older children applies for TANF. She verifies she is in her 3rd month of pregnancy. She doesn't meet any reasons for an exemption, so she is considered Work-Eligible up until 6 weeks before her due date.

**"Two-Parent" vs. "Two Work-Eligible" Case**

For state participation purposes, a two-parent case is one in which 2 caretakers are included in the TANF adult payment standard. The word "parent" is used loosely to also include related caretakers who are not the actual parents of children in the case.

When two parents or related caretakers are Work-Eligible, then it is a two Work-Eligible case.

**Example:** Mr. and Mrs. R receive TANF with their children. Mrs. R has an approved medical barrier. Since both parents are included in the adult payment standard, it is a two-parent case. Mrs. R is exempt from participating in Countable activities, so it is a one Work-Eligible case.

**What are Countable Activities?**

Employment, work-like activities, training and education are activities which count toward the Work Participation Rate.

Countable Work, Training and Education (WT&E) activities are divided between Core and Non-Core activities. Going forward, when the term "Core" or "Non-Core" is used, it means a Countable Work, Training or Education activity.

More detailed information about Countable, as well as Support Activities will be included in a manual release.

**What's the difference between a Core and Non-Core Activity?**

Core activities are primary activities which lead most quickly to making a family self-supporting. When counting hours, the minimum Core requirement for a one Work-Eligible case is 20 hours. The minimum Core requirement for a two Work-Eligible case is 30 hours.

For teen parents under age 20 who are assigned to finishing their high school/GED education, hours are not used. When teen parents are the only Work-Eligible persons in the case, the Core requirement is met with regular attendance at the school program, and satisfactory progress as determined by passing grades.

In order for a secondary Non-Core activity to count toward the Participation Target, the minimum Core requirement must first be satisfied. Non-Core activities which enhance a person's employability can be counted after the minimum Core requirement is met.

Assign Countable activities using the Work Verification System (WVS) or the Responsibility and Services Plan (Form 4003 series).

| COUNTABLE ACTIVITIES | Core or Non-Core | Legacy Code | Activity Description |
|---|---|---|---|
| **Employment** <br><br> **Subsidized or Unsubsidized** | Core | 802 | Employment for which wages are received. <br><br> It is subsidized if the employer receives a subsidy from DHS to offset some or all wages and costs of employment. We currently have subsidized employment. |
| **Self-Employment** | Core | 801 | When self-employed as a child-care worker paid at or near the Department rate, report actual hours worked. Otherwise, divide the number of hours worked by the federal minimum wage to determine reported hours. **See PM 03-06-01-c**. |

| COUNTABLE ACTIVITIES | Core or Non-Core | Legacy Code | Activity Description |
|---|---|---|---|
| **Work Experience** | Core | 530 | Placement in a supervised work assignment with a public or private organization that has an agreement with the Department. Unpaid practicums, clinical or vocational internships required to complete an educational program. |
| **Work First** | Core | 211 | A type of Work Experience which is pay-after-performance. |
| **Community Service** | Core | 346 | A structured program of activities in which the person performs work for the direct benefit of the community. Requires a position description and a signed agreement with the agency which is responsible for supervision. |
| **Job Search/Job Readiness** | Core | 200 | Job search includes making contact with potential employers, whether by telephone, in person or via the Internet, for the purpose of learning about a suitable job opening, applying for a vacancy, or interviewing for a job. Job readiness activities for a client who is job-ready include preparing a resume or job application, training in interview skills, instruction in work place expectations, and training in effective job seeking. |
| **Vocational Training** | Core | 350 | An organized educational program that is directly related to the preparation of a client for a specific occupation. The program usually results in the receipt of a Certificate of Achievement or Completion. |
| **Associate/Bachelor Degree Program** | Core | 342 | An Associate or Bachelor Degree program that qualifies the client for a specific job or field of work. |
| **High School/GED Program for Teen Parents** | Core | 355 | An education program for teen parents age 19 or younger who have not completed secondary school or received their GED. |
| **Job Skills Training Related to Employment On-The-Job Training OJT** | Non-Core | 222 | Education or training that provides a client with the ability to obtain employment, or to advance or to adapt to the changing demands of the workplace. Job skills training can be customized training for a specific employer or it can be general training that prepares a client for an occupation or specific type of job. The employer is paid throughout the training; intention is to retain employment after the training |
| **Education Directly Related to Employment** | Non-Core | 356 | Adult basic education for clients who test below a 9th grade reading level, or who need remedial education at |

| COUNTABLE ACTIVITIES | Core or Non-Core | Legacy Code | Activity Description |
|---|---|---|---|
| | | | the high school level or below to gain and maintain employment. |
| | | | GED program for adults age 20 or older who have not completed secondary school or received their GED. |
| | | | English as a Second Language (ESL) classes for a person with limited English language skills. |

**(Source: Illinois Department of Human Services TANF State Work Participation Rates (2015)**

**Penalties**

The TANF program and regulations is intended to be a deterrent for states that fail to meet the mandated Work Participation Rates (WPR). The TANF program is a very complex system when it comes to penalties for states that fail to meet their target rates. The maximum penalty in the first year a state fails to meet WPR is subject to a five percent reduction in the federal block grant, with penalties increasing by two percent for each successive year on noncompliance, (Reed & Karipilow 2010).

**Sanctioned Cases**

Sanctions are based on when recipients fail to comply with program requirements such as participating in work activities. State law requires each county to sanction the non-compliant individual when the individual fails to comply with program requirements for not participating in work activities. Currently, in San Francisco when an individual is sanctioned, a portion of the case benefits is terminated while in other states a full family sanction terminates the entire cash benefit. Some of these states imposing the full-family sanction argue that states should be required to use *"full-family"* (Bloom & Winstead, 2002) sanctions to terminate the entire case benefit, while others like San Francisco County push for restrictions on not completely terminating cash benefits and instead push for new processes or requirements to contact noncompliant families before imposing a complete termination, (Bloom & Winstead, 2002).  Based on the studies this is insufficient data or information on this debate of a portion of the cash benefits being terminated or if the entire cash benefit should be terminated. However, based

on these same studies, it has reflected that welfare recipients who are sanctioned are typically a diverse group, but, on average are faced with extensive barriers to employment than most other recipients. These same recipients are less likely to work after leaving welfare due to the barriers they face. The debate is up to Congress on whether states should be mandated to terminate a portion of cash benefits or the entire cash benefits recipients receive. It is inevitable that Congress and other states imposing the full termination of benefits should be focused on expanding the types of work participation activities for those disadvantaged recipients, and to describe the possible exemptions and what is required to remove a sanction, (Bloom & Winstead, 2002).

**Safety Net Cases**

Safety net cases are described as a parent or parents have exhausted the allotted 60 months of grant eligibility where only the minor child or children in the case are receiving aid. According to the Federal law, any safety net cases are unable to gain any potential aid lost and are mandated strictly at 60 months, no exceptions. (Child and Family Policy Institute of California, 2008).

In an effort, not to punish the children who are receiving aid in these safety net cases, California opted for partial sanctions instead of full sanctions and a safety net program where the child or children in the case are still entitled to aid regardless of the parent or parent's non-compliance. Sanctioned and safety net cases are vital to client participation and account for a large amount of cases timed out or out of compliance, therefore these cases are imperative to WPR. (CWDA, 2007).

**Child-Only Cases**

TANF offers states the option of funding child-only cases with a portion of the federal block grant for families that are impoverished. These types of cases provide cash assistance for minor children living in poverty regardless of their parents work status. Child-only cases are for cases where the adult is ineligible for a cash grant and a small portion can be allotted for the children in the family, (HHS, 2008).

Typically, these cases are for families who become ineligible due to time limits, (clock has expired 60-months), sanctions, drug felony convictions, receiving Supplemental Security Income (SSI), or immigration status. The unfortunate part of child-only cases is TANF reauthorization legislation that passed in 2005 has mandated that the child-only cases count towards a state's work rate which makes it difficult to meet the required WPR, (Reed & Karipilow, 2010).

**All Families Rates**

Work participation rates are mandated by TANF federal block grants that each state should be at 50 percent which means that half of the families on cash assistance should meet the requirement of TANF mandates, (Reed & Karipilow, 2010). This WPR is lower than the fifty percent expectation due to cases that are exempt from work activities for a multitude of reasons, for example, exemptions, sanctioned cases, cases with immigrants, non-compliance and disabilities. Cases where families had only a few hours of participation and did not complete enough hours do not count towards the WPR. Subsequently, TANF's system doesn't calculate WPR for partial credits or for families who do not complete the total hours required to meet WPR. All families rate formula is 30 hours per week, averaged monthly which includes a 20-hour minimum in core activities and up to 10 hours in non-core activities. If the case has an individual with hours of participation greater or equal to 30 and core hours are greater and equal to 20 then the case meets the "All Families rate". (Source: City & County of San Francisco)

**Two-Parent Rates**

Work participation rates are mandated by TANF federal block grants that each state should be at 90 percent for two-parent cases. According to Health and Human Services, the two-parent national average in FFY 2009 was at 28.3 percent. This also is a low calculation that can be emphasized for the same reason the "all families" rate was low due to exemptions, noncompliance, sanctioned cases, cases with immigrants, and state CRC's, (HHS, 2012). Two-parent requirements and formula is 35 hours per week, averaged monthly (individually or combined) with 30-hour minimum in core activities and up to 5

hours in non-core activities. If the case's total hours of participation are greater or equal to 35, and the total core hours is greater or equal to 30, then the case meets the two-parent WPR (Source: City & County of San Francisco).

**Chapter 2 – Literature Review**

**Introduction**

The literature review includes scholarly and practitioner publications on the following themes: (1) Self-sufficiency paradigm; (2) Hard-to-Serve Clients; (3) Barriers to Client Engagement; and (4) Motivation as a Soft Skill. Each theme is discussed separately below. The study divided the literature review provided in this study and presents different strategies for increasing WPR and improving client engagement into several categories: 1) strategies that might be implemented by other states and counties, including California 2) strategies to implement and or create new proposed work activities to improve client engagement by addressing the barriers for TANF recipients 3) strategies proposed and implemented by CalWORKs 2.0 statewide including the City & County of San Francisco and other counties. The literature review provides a description of each study on strategies for increasing WPRs and strategies for improving client engagement by addressing the barriers for TANF recipients including the data sources and methodology used. This chapter presents an examination and analysis of relevant literature themes of studies that identify and discuss strategies used by other state and county welfare programs to increase the mandated federal WPRs and include Santa Clara County, Erie Buffalo, New York and other state and county entities.

**Self-sufficiency paradigm**

The self-sufficiency paradigm as opposed to the reciprocity paradigm is two visions of the role of work in the welfare program. Both reflect common values and goals and are considered in some cases consistent, however, there are varying differences, (Patterson, 2012). This literature analyzes the difference between reciprocity approach and self-sufficiency approach. The reciprocity is built on work ethic for a relief program that is demanded by the recipients of public to perform work in exchange for the aid they receive. The article discusses encompassing the moral values that are faulted by this program for creating a *"culture of entitlement"* (Patterson 2012) which individuals expect to receive support for

something they didn't give or do in return. This relief programs reflects reciprocity that was used as early as the American Colonial era and during the Great Depression when work requirements were used in the form of work houses, apprenticing of poor children and the unemployed involved in an exchange of work for public support as an example of the Civilian Conservation Corps. (Patterson, 2012).

The second approach or perspective on welfare and work is referred to as *"self-sufficiency"* (Patterson, 2012) which is the model the City & County of San Francisco's framework is relevant to. The main concern to self-sufficiency is extracting coetaneous emolument from recipients of welfare and is more concerned with ending the individual's need for, and hence dependence on welfare benefits, (Patterson, 2012). The purpose of this is to seek the social and moral values in work through long-term integration of any welfare recipient into the labor market. Both the reciprocity approach and self-sufficiency approach impose obligations on those who accept public support; the nature of the obligation, and to strive for independence as opposed to perform community-based benefiting work activities. With this approach, welfare is labeled as a vocational rehabilitation program in which non-work-ready individuals receive support and rehabilitative assistance for a limited period in aid of their eventual dependence, (Patterson, 2012). Part of the CalWORKs 2.0 implementation is strategies the City & County of San Francisco is proposing on how to extract recipients from welfare to self-sufficiency by placing them in employment and retaining employment long-term.

In terms of the reciprocity approach, the objectives of self-sufficiency and state flexibility is evidenced in the statutory purposes, block grant approach, and the state plan requirements that are in tension with the TANF's primary performance measures. This measure of the work participation rate is an annual assessment of the proportion of welfare recipients who are working, looking for work, or participating in specified work-like activities for an average of thirty-two hours per week in any given month. A state's failure such as in California to achieve work participation rate at or above 50 percent results in a reduction of the federal grant. The study discusses the current measurement with the new TANF regulations based on the Deficit Reform Act (DRA) as unrealistic due to the significant decrease in

caseloads. Even with the credit the Federal government has provided states to alleviate significant decrease in caseloads, states are still struggling to meet the work participation rates, (Patterson, 2012). Because of the rigidifying *"work activity"* (Patterson, 2012) definitions and forcing most adult recipients of aid into population covered by the work requirements, Congress has undermined states ability to pursue an effective strategy that is aimed at moving recipients to self-sufficiency.

The article discusses the way Congress is diverting both agency resources and recipient activity away from assessment and removal of targeted barrier activities, the emphasis is clearly on work participation that can seriously impede states' ability to implement an approach that has been most effective in reducing dependency, (Patterson, 2012). Other states and counties are implementing self-sufficiency approaches to target barriers of TANF recipients. States like Iowa and Washington D.C. have implemented Iowa's Family Development and Self- Sufficiency (FaDSS) Program that provides services to families with significant or multiple barriers to reaching economic security. Participants often require assistance with many basic needs including housing, health and nutrition, as well as support in obtaining a work-related skill or educational goal. Not uncommon is the need for support in mental health or substance abuse treatment or accommodations for disabilities or special circumstances. (Hornby & Zeller, 2014). This program is like the City & County of San Francisco's CalWORKs 2.0 that discusses the core competencies to address barriers of hard to serve TANF recipients.

**Hard-to-Serve Clients**

The caseload reduction ended in 2001, and increases in caseloads that were being reported in states like Idaho and Arizona attributed to the slowing economy and job growth coinciding with population and illegal immigrant growth, (Sunnucks, 2004). This article analyzes factors of the rising ratio of clients that are considered as *"hard-to-serve"* (Sunnucks, 2004) and the definition of hard-to-serve clients which are those with significant barriers to employment. Some of these clients lack

childcare, education, mental and physical health and domestic violence issues, (Sunnucks, 2004). TANF client's increased need for skills training also increased as welfare reform continued. Most states were successful in ensuring clients were working since most of those clients were considered job-ready based on a congressional report in 1999. The fact that TANF caseloads were declining made it increasingly more difficult to serve the hard to serve clients due to fewer job skills, and less work experience along with the many barriers these clients have (United States General Accounting Office, p. 14-15). It is apparent that clients with significant barriers are not going to easily be employed compared to other clients with no barriers. These same clients require additional services to complement welfare to work supervised job search activities. As a result, these hard to serve clients will tend to stay on aid longer and more than likely will be noncompliant or have exhausted the five-year time limit without addressing their needs or making any progress towards self-sufficiency, (Mathematica Policy Research, Inc. 2008).

**Barriers to Client Engagement**

This article was analyzed with the passage of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) in 1996 where the presumption of work and self-sufficiency are the cornerstone of the TANF program which includes block grants to various states to aid low-income families with children. (Pavetti, Kauff, Kerr, Max, Person, & Kirby, 2008). Implementation of strategies for increasing TANF Work Participation Rates (WPR) while addressing barriers for insufficient client engagement has proved difficult when dealing with clients that have barriers to employment. Due to changes to TANF in its reauthorization of the Deficit Reduction Act (DRA) of 2005, states started re-evaluating the existing TANF policies and practices to determine new strategies to meet the higher effective work participation rates mandated. The policies enacted because of the reauthorization removed much of the regulatory ambiguity that was part of the participation requirements, and enacting regulations that were designed to place the responsibility on state and local agencies, (CBPP, 2007).

Strategies for increasing work participation rates is the main topic for this article which describes some type of either paid or unpaid work activity to engage client participation. This can pose a problem

especially due to a limited number of recipients participating in vocational education is counted for a maximum number of weeks allowed. Some states are expanding existing work programs or creating new ones such as the City & County of San Francisco's proposed implementation of CalWORKs 2.0 which is a state and individual county model for those not meeting the mandated work participation rate and improving client engagement in work activities. Some states and local welfare offices decided to develop new approaches to administering the TANF to meet those requirements. Some of these changes include the way the TANF program is managed and especially in the way services are delivered. One way is to ensure all staff is held accountable for the way TANF is administered and the role each plays in achieving the target work participation rate. There are two strategies this article describes in achieving this threshold 1) using data to better manage the TANF caseload and pinpoint systematic problems that may contribute to a low participation rate and 2) using performance-based contracts to hold service providers accountable for achieving program participation goals, (Pavetti, Kauff, Kerr, Max, Person, & Kirby, 2008). This article identifies independent and dependent variables that include implementing the CalWORKs 2.0 to increase work participation rates. The article discusses the TANF policy changes that need to be re-visited from states because of the Deficit Reconciliation Act (DRA) of 2005. There are two key policy areas evaluated in which states have made some significant changes in accordance to meet their WPR's which is the earned income disregard and sanction policies. This is very much like the City & County of San Francisco who has added the earned income disregard to CalWORKs caseloads to avoid additional sanction penalties to low-income families who are receiving cash assistance aid. The article discusses implementation of creating new programs to provide flexibility with the new block grants that serves a specific population group to assist low-income families outside of the TANF programs, (Pavetti, et. al., 2008). An example of this, is the new worker supplement program to keep working families on the caseload longer. Another strategy is to create temporary support programs to delay TANF applicants' entry or to divert them from the TANF caseloads. The City & County of San Francisco has something similar called "diversion" which is not frequent and is one way the City & County of San Francisco is strategizing to increase work participation. Some of the experimental and empirical data used

for this research paper is the proposed and future implemented CalWORKs 2.0 as well as other research methodology.

**Motivation as a Soft Skill**

The concept of motivation is a subject of much research and speculation. (Ahl, 2006). There are many definitions that researchers have provided which can be synthesized and described as motivation is definitely a psychological process that can cause people to act and keep working towards achieving a specific outcome or goal, (Werner & DeSimone (2002); Ahl, 2006). Some of the most common theories of motivation can be described from Maslow (1943) as the Hierarchy of Human Needs listed below are the seven distinct needs level:

1. Physiological which is described human survival

2. Security – Creation of normal routines and diminished neuroses

3. Belonging – Social acceptance

4. Recognition – Acknowledging someone's achievements and feelings of adequacy

5. Cognition – Improvement and self-confidence/self-esteem

6. Aesthetic – Artistic and creative endeavors

7. Actualization – Self-fulfillment and Self-knowledge

According to Maslow he states that these needs existed constructively and that each need is sequentially dependent upon the achievement of the lower need and with the physiological need being the most basic need and self-actualization as the highest need. Once the lower need is satisfied according to Maslow, the need no longer was a motivating contributor. The article also stipulates that while some individual stay or resides in a specified level, this person is usually focused on the aspects of the level and is less inclined to move or think about the higher levels that present themselves. This theory is directly related to the position that California and the counties are experiencing with participants moving to self-sufficiency. It is particularly important to examine the need for participants to evaluate their career

development. One effective method in assisting individuals in establishing and defining career paths or even when addressing barriers to self-sufficiency is goal setting and establishing goals, (Coish, 1999).

According to Locke, Edwin A., he has defined goals as something that has been studied extensively and is considered the best empirical data of theories of motivation (Werner & DeSimmone, 2006). Goal setting is being used as part of the CalWORKs 2.0 that is being implemented. This is the focus of the new proposed strategy to improve client engagement and increase work participation rate. By establishing specific goals, the individual can demonstrate the ability to focus and create result-driven performance.

Client barriers such as individuals with substance abuse, disabilities whether physical or mental are only counted towards WPR for a few weeks per year. There should be barrier removal activities for these types of individuals so that WPR is counted. Individuals with significant challenges constitute a substantial share of TANF recipients and because of this mismatch between the needs and capacities of TANF recipients and the countable activities under TANF, many recipients for the most do not participate in countable activities for the required number of hours which entails states to fall short of WPR, (Lower-Basch, 2017).

**Conclusion – Preparing for tomorrow, today**

Research on the topic of improving WPR's and client engagement has some conclusive evidence of methods for the proposed purpose of the research study. Some of the research is inconclusive since most of the strategies discuss prior strategies that led to some improvements. These studies provide useful strategies in understanding and identifying various ways to address the problem, the cases do not provide a significant amount of quantitative research to support the strategies discussed. However, there is A qualitative study design that will be implemented for examination of the CalWORKs 2.0 which will essentially determine future forecasting and projections since the data is not available and the implementation of CalWORKs 2.0 is the infancy stage. An experimental method can be identified as a research method for the implementation of CalWORKs 2.0. This case study approach will allow the

researcher to conduct investigative research for roles and responsibilities of the program and if this new approach is specific in meeting the needs of increasing work participation rates and improving client engagement. Based on the research, it provided correlational, causal and comparative effects of what strategies are considered and the result of the research as well as mixed methods of research. There are potential alternatives for California that might help implement strategies to increase WPRs and improve client engagement with most of the data based on information during the discovery phase of case studies in this literature review.

**Chapter 3 – Research Methodology**

**Introduction**

The main purpose of the study is to examine, analyze and evaluate how to effectively increase the Work Participation Rate (WPR) at the City & County of San Francisco (CCSF). Included in this study is an analysis of the different types of resources and job development training programs which exist at the CCSF and assess what programs and policies work effectively in other states and counties who have met the WPR. This paper identifies and evaluates a variety of strategies used by other states and counties, including other government entities in the effort to increase or maintain the federally required WPR rates. The study includes the CCSF's newly proposed and implementation of the statewide CalWORKs 2.0 and other tools used by other counties that have implemented client engagement tools that have improved client's participation in work activities and addressed the barriers of hard to serve TANF recipients.

A mixed-methods research design was used for this study. Survey questionnaires were used to collect primary data. Secondary data was collected via CalWORKs outreach dashboard year-to-date data analysis of program effectiveness. A qualitative study design was used to identify research in non-numerical studies of information and provide for empirical research to answer some of the main research question and survey. A quantitative research was performed on empirical research that was analyzed and published for other counties on strategies used to increase Work Participation Rates that addressed the barriers of TANF recipients and created new programs for work activities that improved Client Engagement with goal setting, and other core activities that were implemented with CalWORKs 2.0. Quantitative research was used to provide an examination and comparison to numbers from different periods of time and allowed the ability of conducting forecasting and projecting of future events. The CalWORKs 2.0 was proposed and is being implemented and is at the early stages of development with the goal to increase Work Participation Rates and improve Client Engagement. Therefore, the data has not yet been analyzed or published which will allow me to conduct experimental research on surveys and questionnaires.

**Research Question**

How can the City & County of San Francisco's (CCSF) Workforce Development Welfare to Work implement the proposed CalWORKs 2.0 and other tools to effectively improve client engagement and increase Work Participation Rates that is required by the Federal TANF regulations? The research question helped identify which CCSF departments, sections and personnel to collect data. Answering the research question required an assessment of what current tools are and are not working to improve client engagement and thereby increase Work Participation Rates. Other state and county welfare to work programs required by the changes of the new Federal Temporary Assistance for Needy Families (TANF) regulations were also identified, evaluated, and analyzed to compare effectiveness and improvement of client engagement and increased Work Participation Rates.

**Sub-Research Questions**

1. What types of training techniques, instructional delivery and content is being used by other states and counties and how can the City & County of San Francisco improve it to fully engage client participation in work-related activities?

2. Do you believe the proposed CalWORKs 2.0 and/or re-alignment will improve the delivery of services such as wrap-around services, JobsNOW!, unsubsidized, subsidized internship, on-the-job training and other services increase and organically increase WPR?

3. Is staff prepared and trained in team unification and cross-departmental cohorts or work groups to implement strategies for the new proposed CalWORKs 2.0?

4. Is staff prepared to address some of the most common issues clients face and address the issues of 1) employment (JobsNOW!) 2) education/training, 3) crisis resolution (Homelessness, domestic violence, trafficking et. al.4) Intensive services (domestic violence, Trafficking, child care, legal aspects, safety et. al. 5) Barriers/Life areas (physical or mental health, substance abuse, et. al)

5. How can strategies used by other government entities to maintain the federally required Work Participation Rates (WPR) levels be evaluated or identified?

6. Do sanctions and time limits motivate TANF recipients to work, if yes, would it boost work participation rates?

7. Can goal-setting and implementing soft/hard skills training, such as motivation provide an effective solution to engage clients in work participation activities and theoretically increase WPR?

8. Are some state or local programs being more aggressive than others in engaging more recipients to meet TANF WPR?

9. Are some state or local programs dealing with specific demographics or hard to serve populations with extensive barriers like that of San Francisco being a sanctuary city?

A case study research method was utilized in this study. By expanding on extensive research of barriers, goal setting, motivation, and additional work activities as strategies that other states and counties are using to effectively improve client engagement would theoretically increase WPR. The proposed and implemented CalWORKs 2.0 is identified and analyzed by empirical data and survey and questionnaires specifically addressing the hard to serve clients with extensive barriers. There is insufficient data in the newly proposed CalWORKs 2.0 since it hasn't been tested and therefore, the research data will be based on projections and subsequent forecasting of its failure or success. This can serve as future empirical data to elaborate on any future studies identified and evaluated on WPR.

**Research Hypothesis**

The hypothesis for this study is: if the City & County of San Francisco implements the new proposed CalWORKs 2.0 and other tools by incorporating methods and models used by other counties and states including Santa Clara and others, the Work Participation Rate would increase. This hypothesis is derived from extensive research with other counties in implementing strategies on how to both improve client engagement for some of the hardest clients to serve and effective strategies to increase Work Participation Rates.

**Dependent and Independent Variables**

The dependent variable examined in this study is the Work Participation Rate at the CCSF's CalWORKs Workforce Development Department. The independent variables examined in this study is the CCSF's newly proposed and implementation of CalWORKs 2.0 which is based on models and strategies used by other states and counties that would include new work activity programs and client engagement strategies. Theoretically, by using the CalWORKs 2.0 and other strategies that other counties and states are using in helping clients with life barriers will potentially improve CCSF and organically result in higher Work Participation Rate. Empirical data would reflect this based on survey questionnaires, and interviews that forecast an increase in client engagement and potentially increase WPR due to the program's success in other states and counties.

**Operational Definitions**

**Implementation of CalWORKs 2.0**

Key changes were implemented to increase Work Participation Rates (WPR) through strategic initiative resources such as Goal Achievement, identifying and addressing client barriers at intake and in the preliminary start of eligibility status and approval. Addressing the 5 core areas of need through the newly proposed and implementation of CalWORKs 2.0 as follows:

1. Policies & Procedures

2. Staffing and Staff Development

3. Client Engagement new activities

4. Partnerships

5. Data and Performance metrics including benchmarks to capture and track client progress and outcomes

This data is qualitative and speculated since the newly proposed CalWORKs 2.0 has recently been implemented. A comparison of actual WPR rates and the key changes after CalWORKs 2.0 is implemented and theoretically projected and forecasted for future studies.

**Increase Work Participation Rates (WPR)**

Through strategic initiative resource models of CalWORKs 2.0 and other states and county models, data is measured by comparing what alternatives other states and counties have implemented to meet the WPR. Based on current rates in the last assessment dashboard reporting period, it is speculated that WPR will increase incrementally by 5 percent to 10 percent from the last report in April 2017 which was at 34%. The goal is to meet the mandated 50 percent "all families" WPR.

**Creating New Work Activities – Addressing Client Barriers**

By introducing the CalWORKs 2.0 implementation strategies have shifted to a more holistic approach and intensive service modules to address client barriers. The current approach is compliance-oriented and driven by state and federal policies and the work rates. The new proposed approach will be goal-oriented and driven by family needs, circumstances and aspirations that is influenced by evidence-based practices, behavioral insights, self-regulation, executive functioning, and trauma-informed care. Using data from other states and counties is examined and used to conduct a comparison on prior strategies and current strategies that are effective in other state and county models.

**Improve Client Engagement**

Client engagement based on performance dashboard reports are at a high time low and is imperative that a new strategic plan was implemented such as the newly proposed CalWORKs 2.0. Measurements would include the current ratios of job matches for CJP1 referrals and completion of some of the program activities such as Rapid Response and VIP completions. Another important value is determining the number of placements after job match to determine retention rates. A comparison in this study is conducted, evaluated and identified as alternatives for new work activities to improve client engagement and increase job placements and retention rates by 5 percent to 10 percent.

**Population**

The participants in this research study are Program Managers and Directors, Supervisors in one study. The participants in a separate study from management front line are staff who assist clients such as Social Workers, Employment Training and Specialists, Eligibility Workers, Clerks and Public Service

Trainees. These participants were selected for the sampling of research surveys and questions since they are representatives of assisting clients. These participants were the best resource for primary data collection that is relevant to this study since they are an integral part of the countable work participation rate calculation. Management is responsible for formulating the key objectives and strategies to the WPR countable work hours and is instrumental in providing primary data reflected in WPR and client engagement.

**Procedure – Data Processing and Analysis**

Data was collected through survey questionnaires, and interviews internally with applicable staff. There is a total of 11 questions and the population for the study consisted of approximately 48 participants that included Welfare-To-Work Workforce Development Department staff, front-line staff, clerical, PST's Public Service Trainees and community-based service liaisons. An indexed Likert scale was used and the data was collected, evaluated, and analyzed with a set of statements, each that reflected either favorably or unfavorably on some aspect of the characteristics that the researcher measured and discussed further in Chapter 4 results and findings. A rating was assigned and is provided for each item with several Development Department staff and front-line staff including clerks and PST's Public Service Trainees. The internal on-line survey consisted of 11 questions that were analyzed in a Likert scale format and used numerical analysis that evaluated and measured the data of survey questions. A structured survey is administered through Survey Monkey that was used to collect primary data with Welfare-To-Work Workforce Development Department staff directly involved and that is responsible for client engagement work activities and Work Participation Rates (WPR). A qualitative research was conducted on WPR and a triangulation strategy was used in collecting multiple forms of data related to some of the research questions asked of staff and during interviews with key informants.

The procedure of collecting data and expediting the process was utilized by conducting research or primary data with internal and external staff through on-line surveys on Survey Monkey. The process of streamlining this research was simplistic with receiving approval from the Program Director and permission to send throughout all Welfare-To-Work Workforce Development staff. There was an issue

from the Welfare-To-Work Program Manager since the Survey Monkey was internal using CCSF property and she wasn't aware that the researcher was granted permission to distribute the survey where the questions were related to Work Participation Rates and Client Engagement. The Program Director received a call and we both weren't aware that an email should have been sent out to inform staff that the survey was approved to distribute by the Program Director. This affected the amount of surveys I anticipated receiving back. The researcher resolved this issue by addressing it with the Program Director to address Workforce Development staff at 3120 Mission Street and outstation locations that were granted permission to complete the on-line survey for the purpose of this research project. The Program Director also emphasized the concern of the Program Manager in using company time and equipment. I assured the Program Director that lunch and break times were utilized to conduct the survey and was granted permission to use the CCSF computer to administer the survey only during lunch and break times. If needed, vacation time will be deducted for anytime used outside of customary lunch and break times. Program Director was supportive and understood the importance of completing this research study.

This strategy is used to determine goals of verifying consistencies or inconsistencies that were determined based on the research conducted if the strategies used are favorable or unfavorable through data collected through articles, secondary data collected from government documents, internal/external dashboard/database reports, and literature reviews. The triangulation strategy was used for the on-line survey questions sent to Welfare-To-Work front-line staff and determined there is buy-in from staff or opposition of the proposed and implemented CalWORKS 2.0. This strategy is discussed and analyzed further in Chapter 4 in research and findings including comparisons to what other states and counties use to increase Work Participation Rates (WPR) which will be further analyzed in Chapter 4 in research and findings.

The researcher conducted semi-structured interviews with key informants that would include: Program Director of Workforce Development Department, Program Manager of CalWORKs Eligibility, Program Manager of CalWORKs Workforce Development Welfare-To-Work, WPR Administrator, CalWORKs Supervisor Welfare-To-Work. These individuals were selected based on their expertise in

Work Participation Rates (WPR) and are an integral part of the newly proposed and implemented CalWORKs 2.0 and the data collection on dashboard/databases that reveal the Work Participation Rates (WPR). A total of 8 interview questions were administered during the face-to-face interviews that were recorded and transcribed. There were four (4) face-to-face interviews and one (1) interview was conducted in writing through email.

**Controlling for Internal and External Validity**

The researcher controlled for internal validity by ensuring the research was not affected by various biases and seeks to ensure there is minimal potential to any threats by addressing concerns related to internal and external validity of the research. According to O'Sullivan, Rassel, & Berner, 2008, p. 64 there are eight questions to assist in this research effort. It is imperative that the researcher considers the factors of any proposal of policy recommendations and program regulations. To control for any bias a triangulation strategy was used for a controlled and structured survey that was conducted on-line through Survey Monkey to collect primary data with Welfare-to-Work Workforce Development Department staff directly involved and responsible for client engagement work activities and Work Participation Rates (WPR). Qualitative research was conducted on WPR and the researcher used methods like triangulation strategies used to evaluate and collect different sources and multiple forms of data sources that can be merged from dashboard/databases including collection of surveys and interviews to determine validity of the research. External validity is how the program applies to larger groups involved in the study such as groups involved in the implemented CalWORKs 2.0 and if successful in other counties and how it can be replicated at CCSF. The researcher can conclude if the expected outcome if successful will apply to other counties including CCSF. To control bias, the population group of the data collection includes a selection of both internal staff and external community-based organization staff.

**Limitations**

The only conclusion of the research validity of the study is the limitations of internal and external participants who may not want to buy-in to the survey questions or involve themselves in a research study for many reasons; specifically, any ramifications or dissatisfaction with the CalWORKs 2.0 being

implemented might pose a risk of exposure. As the researcher, it is vital to understand the importance of ethical research and issues pertaining to maintaining the integrity of the study and the respect towards the participant's decision to participate or not. Some of the restrictions that may impact the study or affect the validity are the internal reports of CalWORKs that may or may not be exact or consistent data required to conduct a full analysis of the outcome of the study results.

**Conclusion**

In this chapter, the methodology that will be used for the analysis of the research study will be on the strategies to increasing California's WPR problem, which entails the implementation of the newly proposed CalWORKs 2.0 and by creating new work activities and training programs that are effectively being used in other states and counties in both the public and private sector to improve Client Engagement. In the next Chapter 4, a similar analysis of the findings and results of the alternatives other states and counties in both the public and private sectors are using to increase WPR and improve Client Engagement will be discussed.

**Chapter 4 - Results and Findings**

This chapter provides the results and findings from this study on Work Participation Rates and Client Engagement that addressed the research hypothesis and underlying research questions and research sub-questions. The data collected from interviews with key informants, and surveys are presented below starting with a review and analysis of five (5) key informant information followed by a review and analysis of survey data from 48 respondents. The survey was conducted using Survey Monkey website internally through CCSF Human Services Agency that provided analytics of each survey question with a Likert scale that was used to evaluate each survey question. Due to the time constraints and limitations of the study, the survey was available for 7 calendar days during extensive controversy with the Program Manager not aware that the researcher was granted permission by the Program Director to conduct the survey through Survey Monkeys internal website. The researcher might have retained additional surveys if it not had been for the email sent from the Program Manager to staff with instructions not to complete the survey until further notice. The Program Director allowed permission to staff at 3120 Mission Street to complete the survey questions on-line. However, other Workforce Development Departments outside of 3120 Mission Street were instructed not to complete the surveys which would have potentially accounted for the goal of receiving at least 50-60 participants on-line completed surveys. Each set of data and analyses is then followed by a summary of the significant findings from the collected data.

**Qualitative Data Results**

**Key Informant Interviews**

Five (5) key informant semi-structured interviews were conducted for this study and included Program Director of Workforce Development Department, Program Manager of CalWORKs Eligibility, Program Manager of CalWORKs Workforce Development Department Welfare-To-Work, Work Participation Rate (WPR) Administrator, and Supervisor of Welfare-To-Work, Questions 1 – 8 were all answered by management personnel. Four out of the five interviews were conducted face-to-face which required intensive transcribing of the respondents answers to ensure validity and accuracy of

transcription. The process of transcribing the respondent's answers allotted for a significant amount of time while ensuring active listening and accuracy of the data results.

**Interview Findings**

**Question 1:** *"How would the newly proposed implementation of CalWORKs 2.0 effectively improve client engagement and theoretically increase Work Participation Rates?"* The primary purpose of this question was to identify strategies in which CCSF plans to utilize in improving client engagement and the tools that may or may not work with the newly proposed CalWORKs 2.0. It might be demonstrated that not all management is on-board with the newly proposed CalWORKs 2.0 which was identified during some of the interviews with specific respondents. Respondent # 1 stated, "it would be a more individualized family-centric approach where the current model focuses on compliance and putting people into routes and paths based on regulation as to a more holistic approach and really working with the clients and finding out what are their strengths and goals and considering how those barriers impact their ability to reach those goals." "Working on a long-term strategy with baby steps in between to get them there. If you focus on this, the person will be more involved and naturally the person will be more engaged and will create more buy-in and in theory should increase the work participation rate." Management respondents #2, #3, #4 and #5 stated a very similar answer to Respondent #1 where both respondents stated "that the shift or change in the approach to engage clients and theoretically increase Work Participation Rates would include management viewing the strategies in a different manner and not to focus on rules and regulations, but, to focus on the human factor of the clients since these clients are the most vulnerable and hard-to-serve due to their extensive barriers to self-sufficiency." The respondents stated "that understanding the client's needs and providing the resources to address their barriers before sending them through Job readiness programs and job search. Respondent #4 stated, that the CalWORKs 2.0 is more client centered and goal oriented in staff working with clients and should result in more clients becoming engaged with case workers, who may include Employment Specialists, Social Workers, and job placement staff. Case workers will have a direct correlation and relationship with the clients which would allow them to identify short-term achievable goals and also discuss and acknowledge

clients' progress toward reducing challenges and barriers, learn planning and executive functioning skills, and be more prepared for employment, education, or other activities that can put them on the path toward self-sufficiency. In doing so, more clients may be able to meet the federal Work Participation requirements. Respondent #5 stated, by taking the family approach, we can address all barriers preventing family members from participating in WTW. Improving client engagement and removing barriers can increase WPR because clients become more aware of their barriers and how to overcome them. Better engagement allows the clients to clearly understand their role in receiving benefits and what they must do to maintain their benefits and eventually reach economic self-sufficiency.

**Interview Question 1 Analysis**

Management respondents #2, #3, #4 and #5 exhibited a similar theme from the response to question one of the interviews. These remarks are critical to the research study in ensuring all management staff have the buy-in to the newly proposed CalWORKs 2.0 and the belief that the strategies implemented to launch the initiatives would theoretically successful improve client engagement and therefore potentially or theoretically increase Work Participation Rates (WPR). The newly proposed CalWORKs 2.0 is strategically being implemented with the intention of improving client engagement and in viewing the program as a more holistic approach as opposed to the current compliance-driven and highly regulated program.

**Interview Question 2 Results**

Question 2: *"Do you believe staff is prepared and trained in team unification and cross-departmental cohorts to implement effective strategies for increasing Work Participation Rates and implementing the newly proposed CalWORKs 2.0?"* The purpose of this question was to identify if management believes the staff is prepared to launch the newly proposed CalWORKs 2.0 in relation to working in cohorts and as a team. This question would also help identify the importance training and development is for staff to be prepared for the newly proposed CalWORKs 2.0.

Respondent #1 stated, he believes staff is not prepared now even if everybody understands WPR and understands their role for the most part they do not have a direct impact on WPR. Staff is stuck in

their own individual units and not realizing how their client crosses many paths along the way and crosses many buildings and they just do their piece and are not really staying engaged and not really seeing the entire path of the client in our system. I believe we can get there and it's going to take a cultural shift within the organization for all and the nice thing is much of our staff works for Human Services for a reason because they like to help people and they believe in the mission and the goal of accomplishing the mission to self-sufficiency. I believe we can get there and once staff gets there we can effectively accomplish the goal for the client to help them to self-sufficiency. Respondent #2, #3 stated a very similar response with "No", the current structure has people silos in their service. To provide "wrap around" services, people need to be cross trained so that people's issues do not fall between the cracks. Respondent #4 and #5 stated a similar response and stated "no", not yet, but part of the planning for CalWORKS 2.0 is to develop a training plan to address this.

**Interview Question 2 Analysis**

There is a direct correlation with all respondents to this question indicating that the staff is not prepared in team unification and there is a requirement of training and development that is necessary for the staff to be successful in efficiently and effectively the newly proposed CalWORKs 2.0 to increase Work Participation Rates. This would also include the staff being trained to prepare the clients with new strategies in work activities and developing soft/hard skills such as motivation and goal-setting. Respondents #2, 3, 4 and 5 answered similar to respondent #1 and stated "they believe staff is not currently prepared in team-unification and cross-departmental cohorts due to lack of trainings. They stated that once staff is properly trained and the culture shift changes, staff can effectively engage clients.

**Interview Question 3 Results**

**Question 3:** *"What are the major barriers to client engagement for hard-to-serve clients with barriers such as mental/physical abuse, substance abuse, homelessness, domestic violence and other life barriers?"* The purpose of this question is to identify if CCSF is prepared to serve the clients that are the most difficult to serve and most vulnerable population. The current challenges of serving this population are based on the barriers that these clients experience in their daily lives. The question asked to determine

if management believes the staff is prepared to address the barriers and assist in improving client engagement. Respondent #1 stated, "right now especially in the bay area and I can't speak for anywhere else, it's difficult due to the cost of living. However, the job market is good right now. Unfortunately, these clients we have right now are pretty much at the bottom of the barrel and the most difficult to serve due to the barriers they exhibit and are unemployable. A lot of us are not Social Workers and we do have some Social Workers where we might need some additional Social Workers to deal and handle the complexity and impact of these barriers. A lot of our clients have substance and mental abuse issues and in some cases domestic abuse which can be fundamentally difficult to deal with especially if our staff is not adequately trained in this field. A lot of our clients are experiencing homelessness as well. I'm not sure how CalWORKs 2.0 or anything we implement is going to help clients with these barriers and client engagement unless we get some people who know how to deal with this population and that's not us. Respondents #2, 3 and 4 responded very similar to respondent #1 and stated that "staff is not completely prepared to address client barriers due to the lack of training and the need of a specialized group of Social Workers to handle the complexity of these hard-to-serve clients." "Staff is not equipped or trained to serve these most vulnerable and hard-to-serve clients." "Staff are not all Social Workers and we need Social Workers that specialize in dealing with these types of clients." Respondent #5, stated "the major barrier to all of these the communication and understanding of both the client and the worker." "The clients tend to have low executive functioning skills." "If the worker can take that into account, then communication with the appropriate message would be better understood."

**Interview Question 3 Analysis**

In a comparison to respondent #1, respondent #2 and 3 echoed very similar response to the third question. Both respondents stated "staff is not prepared to assist our clients based on lack of training and that for the most part not all staff is a Social Worker. Respondent #4 stated that "staff is not equipped or trained to serve these most vulnerable and hard-to-serve clients" "Staff are not all Social Workers and we would need Social Workers that specialize in dealing with these types of clients". "Most importantly, we should have a specialized unit that is able to address these hard-to-serve clients with barriers that are more

catered to treatment plans and clinical psychologists that can assist the clientele." Respondent #5, stated "major barrier to all of these is communication and understanding of both the client and the worker." And that the clients tend to have low executive functioning skills.

**Interview Question 4 Results**

Question 4: *"How effective is the CalWORKs 2.0 strategy in addressing barriers?* Respondent #1 stated, "it is taking the family centric approach and is going to help clients due to self-assessment and once you start working with someone and they are being valued and not just taking the cookie cutter approach, they are going to see that you are trying to help them and will be more willing to engage since we are treating them as individuals and they are going to start wanting to change and getting to self-sufficiency and opening up their minds that there are some barriers they need to work on." "Some folks are in denial and some folks can't see it." "I believe the strategies with the CalWORKs 2.0 will be able to address these barriers to a certain degree." "Again, we will have to see once the CalWORKs 2.0 is implemented and see how well this works." Respondent #2, 3 and 4 responded very similar to respondent #1 and stated "I believe that CalWORKs 2.0 offers an effective way for clients to reflect on their barriers, identify ways to address them, and make progress to address them." "However, it is too soon to tell." "We will see how thing go once we implement CalWORKs 2.0." Respondent #5 stated, "By having each staff identify and address a barrier, the continuum of services can be seamless because communication and action are evenly spread and not siloes."

**Interview Question 4 Analysis**

There was a direct correlation with most of the respondents answering this question that the newly proposed CalWORKs 2.0 is intended to help clients with their barriers and to have the ability to address them with their case managers. It is important for the strategies of CalWORKs 2.0 to address the client's barriers in a more family oriented fashion and a place of compassion and understanding of the client's needs in addressing their barriers. Most all of the respondents stated that it is too soon to tell and once the CalWORKs 2.0 is implemented we can determine if this is working or not.

**Interview Question 5 Results**

**Question 5:** *"What is your opinion of stricter sanctions and time limits to motivate TANF recipients to work, and would this boost Work Participation Rates (WPR)?"* The respondent #1 answered, "I have mixed feelings, people need money and if you are increasing and always a fan of not enabling but empowering and that is the tough love approach as you will." "However, the flip side of my argument is if that this is also our most vulnerable population and if someone is experiencing domestic abuse and if you never experienced this type of mental or physical abuse then this might push them even further into poverty where they won't be able to get help or seek any counseling due to trust." "Sometimes, stricter sanctions might not be the answer where someone might not want to participate in CalWORKS at all." "It would be nice to have the option based on individual circumstances on a case by case basis." "However, its government policy and it may or may not work." "It's a double etched sword and this is where the CalWORKs 2.0 is a great strategy to individualized approach of CalWORKs attention to this vulnerable population where we are approaching them in a very human factor as opposed to heavy regulation." Respondent #2, 3 stated "I believe stricter sanctions will decrease the amount of client engagement and clients would not want to participate or comply with any of the work requirements." Respondent #3 stated, "If stricter sanctions and time limits would motivate clients to work, then they wouldn't be here in the first place." "The issue is finding work activities that stimulate them and make them want to participate." Respondent #4 stated "I do not think stricter sanctions or time limits would motivate TANF recipients to work." "Ultimately, an individual can only succeed in the workplace when it is their own choice to be there." "In California, sanctioned families can be dropped from the WPR denominator when they have been sanctioned for 3 months or less or for 12 or more months, so sanctioning does boost WPR somewhat." "However, sanctions could also discourage clients from wanting to engage with CalWORKs case workers, which also harms WPR." Repondent#5 stated, "these negative actions have not been effective in increasing WPR because clients have adapted to being sanctioned or time limited." "Clients

often think and behave in the present so time limits do not have an immediate impact." "Sanctioning can have the desired effect when the clients are totally dependent on benefits for survival, but many clients have adapted with "side income."

**Interview Question 5 Analysis**

Most of the respondents answered this question similarly and didn't believe that stricter sanctions and time limits would motivate TANF recipients to work, and would boost Work Participation Rates. Clients that are already sanctioned after 3 months or less or for 12 or more months, do not count to the WPR denominator, however, sanctions do boost WPR somewhat. This was surprising due to the fact the WPR is at a high time low and its affecting the federal block grant resources where it may impact the next fiscal year and decrease the resources available.

**Interview Question 6 Results**

**Question 6:** *What are your thoughts about goal-setting and teaching soft/hard skills such as motivation to improve client engagement? Do you believe this would potentially increase WPR? Why? Why not?* The respondent answered, "Yes, I believe this would help and this is what we are seriously lacking in our staff and quite honestly with our clients is teaching of soft skills. We all know how to do regulations and clients know what they need to do to keep their cases active, and what to put in our data systems for eligibility and what not. However, to be successful, how it's those life skills such as how do we react to things in life like in this interview? What's the professional way to conduct an interview? It's all the little things in how do we teach soft skills to clients and are we really teaching them this? Yes, it can be the same for staff where they show up on time every day and do their jobs. However, do we all know how to connect do you really own what you are doing? Are you going to connect to you clients? The hard skills I don't believe that matters one way to another." "It's how you build relationships and the soft skills are the most important." "If you are successful with this, you will be able to engage your clients and potentially increase WPR."

Respondent #2, 3 respondents answered very positively to this question and stated, yes, I believe this would potentially help the clients in addressing some of the biggest challenges they have in their

everyday lives." Respondent #3 stated, "That not only would this help the clients, but, it is necessary for the staff as well." Respondent #4 stated, "This would increase WPR if the goal setting process is consistent with the same type of follow-up." "Goal-setting can help by allowing the client to reach small goals and become more empowered by having the satisfaction of accomplishment." Respondent #5 stated, "Essentially, the purpose of the goal-oriented approach is to teach clients how to break big goals into small achievable steps and plan how to address road blocks that may get in the way." "Teaching clients these skills might help us increase our WPR." "But, more importantly, teaching clients these skills can help them prepare for the workplace where these soft skills are essential and can also help them in parenting and personal domains."

**Interview Question 6 Analysis**

A consensus of most of the answers from the respondents agrees that goal-setting and teaching soft/hard skills such as motivation to improve client engagement is essential. Most of the respondents believe this is a very important attribute and should be taught to the clients and in addition, to the staff. They believe this would seriously help staff that are lacking in this area to assist clients with their goals. Management believes that in order to be successful, it is imperative to have life skills such as how do we react to things in life? It's the little things in how do we teach soft skills to clients as well as staff to prepare them in dealing with the clients.

**Interview Question 7 Results**

**Question 7:** *What do you consider some of the most challenging issues of launching and implementing new work activities to improve client engagement?* The respondent answered, "Staff training is the biggest and I think you can launch anything but if you do not know how to train your staff and if there is no plan in place and of course there is an implementation plan, a road map if you will but it's really how you train your staff and how much support they get before they are turned loose is fundamental in any new implementation." Respondent #2 stated, "The buy-in from staff would be the most challenging in launching and implementing new work activities to improve client engagement." Staff is not prepared to introduce new work activities not are they trained to accomplish this." "Even with

the new implemented work activities that will be launched, staff would need to be completely trained in this arena." Respondent #3 stated, "it is increasingly difficult to engage clients with the current work activities we have now." "I'm not sure how much more difficult or easy it will be to launch new work activities and if that would help improve client engagement." Respondent #4 stated, "The San Francisco Human Services Agency offers numerous work activities." "However, several are centered around ensuring that clients are fulfilling the hours required by WPR, rather than providing clients quality and beneficial services that can help them move forward on their path toward self-sufficiency." "A more client-centered approach could change how existing work activities are provided." Respondent #5 stated, "Getting staff on board and having the belief that a new program would help the clients better and make their jobs easier." "Staff has become complacent with how to do their job as many believe they are doing things right and the clients just don't perform or the staff fear change because of the unknown or their ability to do the new program."

**Interview Question 7 Analysis**

There was a significant difference from all the respondents in answering this question on what do you consider the most challenging issues of launching and implementing new work activities to improve client engagement? It was interesting to see the variance in the respondent's answers to this question. Some of the respondents indicated that training the staff is vital in order to be successful and that "you can launch anything but if you do not know how to train your staff and if there is no plan in place and of course there is an implementation plan, a road map if you will but it's really how you train your staff and how support they get before they are turned loose is fundamental in any new implementation." Another respondent believes that "staff has become complacent with how to do their jobs as many believe they are doing things right and the clients just don't perform or the staff fear change because of the unknown or their ability to do the new program." It was interesting to see how different the perspectives were from each respondent.

**Interview Question 8 Results**

**Question 8:** *"What are your thoughts concerning using other state and county Welfare-to-Work programs such as Santa Clara's work model, or other models to effectively increase Work Participation Rates (WPR) at CCSF?"* The respondent answered, "So, of course, I have no knowledge of Santa Clara's work model, I think it's always good to know what your neighbors are doing and it's important to share some of the best practices with other counties in your neighborhood. However, the population and demographics they deal with are so much different than CCSF's county. Each county has to build their own unique best practices since we are all responsible for achieving and meeting Work Participation Rates (WPR)." Respondent #2, and 3 stated, "I'm not familiar with Santa Clara's work model so cannot comment on this question." Respondent #4 stated, "if Santa Clara is successful in achieving and meeting WPR, maybe we should review and analyze what they are doing in comparison to CCSF." Respondent #5 stated, "Why re-invent the wheel?" "Proven best practices can be altered to fit the county business process (or vice-versa)."

**Interview Question 8 Analysis**

Most of the respondents answered that they were not familiar with Santa Clara's work model. Although, some of the best practices CCSF is using is very similar to Santa Clara and other counties except that other counties do not have the type of demographics and populations that they serve like CCSF and the fact that CCSF is a sanctioned city which attracts more hard-to-serve clients with extensive barriers, especially substance abuse. The researcher was hoping for a more in-depth answer to this question and was unable to receive the analysis or data from the perspective of management.

**Findings:** *Key Informant Qualitative Interviews versus Quantitative Survey Questions*

The key informant interviews conducted provided a more in-depth and specifically, more detailed responses to the interview questions. By conducting qualitative interviews with key informants, it allowed an opportunity to conduct a face-to-face approach which related to more of a personable approach and the dynamics of human interaction with key informants. The interviews conducted a more powerful in-depth perspective to the respondent's facial expressions and verbal and non-verbal cues depending on the

questions. It allowed the researcher to view the emphasis on the respondent's answers and the passion exhibited in their responses. The human element was evident and it allowed for the researcher to witness the behavioral gauges for the responses of the interview questions. Interchangeably, the surveys did not interject the same human interaction or element of personal exchange. The surveys were purposefully administered on-line through Survey Monkey to avoid potential time constraints on conversations that would prolong the research data by allowing staff to answer questions and provide comments with back and forth conversations that could potentially restrict the research. The most relevant data of the survey was to determine if staff had buy-in to the newly proposed and implemented CalWORKs 2.0 and if they would be a part of the cohorts and workgroups once it was implemented. The purpose of this research is to ensure staff have buy-in and are in favor of the proposed CalWORKs 2.0 and other strategies to improve client engagement with implementing new work activities and training modules.  The survey questions stimulated conversations within the office of new training modules and new work activities to improve client engagement which most staff are an integral part of this and would like to be able to succeed in accomplishing these goals.

**Findings:** *Key Informant Interviews*

The key informant interviews with the management team revealed many similarities with a strong need to view the client's barriers in a more holistic approach and not heavily regulated or compliance driven. Management believes the most prevalent part of staff is to provide training for the newly proposed implementation of CalWORKs 2.0 and that staff is stuck in their individual units and not realizing how their clients cross many paths along the way and its' not just focusing on what the individual worker does, but focusing on addressing the needs of hard-to-serve clients. The current structure needs to change which would involve an organizational culture shift that would include buy-in from staff which is required to change the organization's culture. Management believes with the current staff they can get there and they believe in the mission and goal of accomplishing the mission to self-sufficiency for our clients. I believe once the staff gets there we can effectively accomplish the goal for the clients in helping them gain self-sufficiency and seek and retain employment. Management posed concern for the client's barriers and how

to improve client engagement regardless of the barriers clients have. The most prevalent from the findings is our staff is not Social Workers and we will need a specialized unit that will have the ability to specifically address client barriers. Management agrees that communication and understanding of both the client and worker is relevant and is a significant barrier since clients tend to have low Executive Functioning skills. If worker's take this into consideration, then communicating the appropriate message would be better understood. The key informants agree that stricter sanctions and time limits to motivate TANF recipients to work, and would this boost Work Participation Rates (WPR) is not the most appropriate approach to engaging clients to participate in work activities. Some of the responses from management indicated that in their opinion, the most vulnerable population or someone is experiencing domestic abuse and if you have never experienced this type of mental or physical abuse then this might push them even further into poverty where they won't be able to get help or seek any counseling due to trust issues. Stricter sanctions might not be the answer where someone might not want to participate in CalWORKs at all. In California, sanctioned families can be dropped from the WPR denominator when they have been sanctioned for 3 months or less or for 12 or more months, so sanctioning does boost WPR somewhat. However, sanctions could also discourage clients from wanting to engage with CalWORKs case workers, which also harms WPR.

**Quantitative Data Results**

A total of 95 survey questionnaires (See Appendix C for a copy of the survey) were distributed from (1-31-18 to 2-10-18) via SurveyMonkey.com. A total of 48 respondents 50% provided answers to this questionnaire. A review and analysis of the results are provided below.

**Survey Results**

**Survey Question 1:**

Will new training modules address client barriers and are effective in fostering client engagement, participation, and job readiness in getting a job and retaining it?
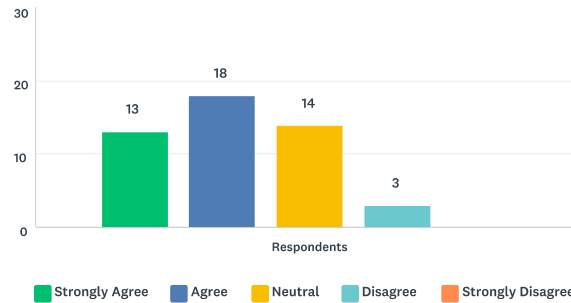
WDD CalWORKs WPR TANF

## Q1 Will new training modules address client barriers and are effective in fostering client engagement, participation, and job readiness in getting a job and retaining it?

Answered: 48    Skipped: 0



| | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 27.08% 13 | 37.50% 18 | 29.17% 14 | 6.25% 3 | 0.00% 0 | 48 | 2.15 |

1 / 1

N=48

The question regarding training modules addressing client barriers and if they are effective in fostering client engagement, participation, and job readiness in getting a job and retaining it yielded as 13 of 48 (27.08%) respondents "strongly agree" and 18 of 48 (37.50%) respondents "agree" that the new training modules may or may not address client barriers and created uncertainty. This part yielded as 14 of 48 (29.17%) respondents "neither agree nor disagree" which was an interesting observation that indicates that staff believe that the training modules may or may not address client barriers and that the clients may or may not be engaged in participating in work activities and are job ready. This part yielded as only 3 of 48 (6.25%) respondents "disagreed" with the question that new training modules can potentially address client barriers and can potentially effectively foster client engagement and work participation. Most respondents that reflected the biggest percentage (37.50%) agreed that new training modules will address

client barriers and are effective in fostering client engagement. The second highest of respondents that was interesting based on the observation that staff neither agreed nor disagreed that the new training modules will address client barriers. This was surprising in the raw data that was unexpected. This also reveals that the staff may not be completely buying into the new training modules of the newly proposed CalWORKs 2.0.

**Survey Question 2:**

The CalWORKs JobsNOW! program offers important skills to prepare clients to gain employment and retain it? Each respondent selected one answer listed below:
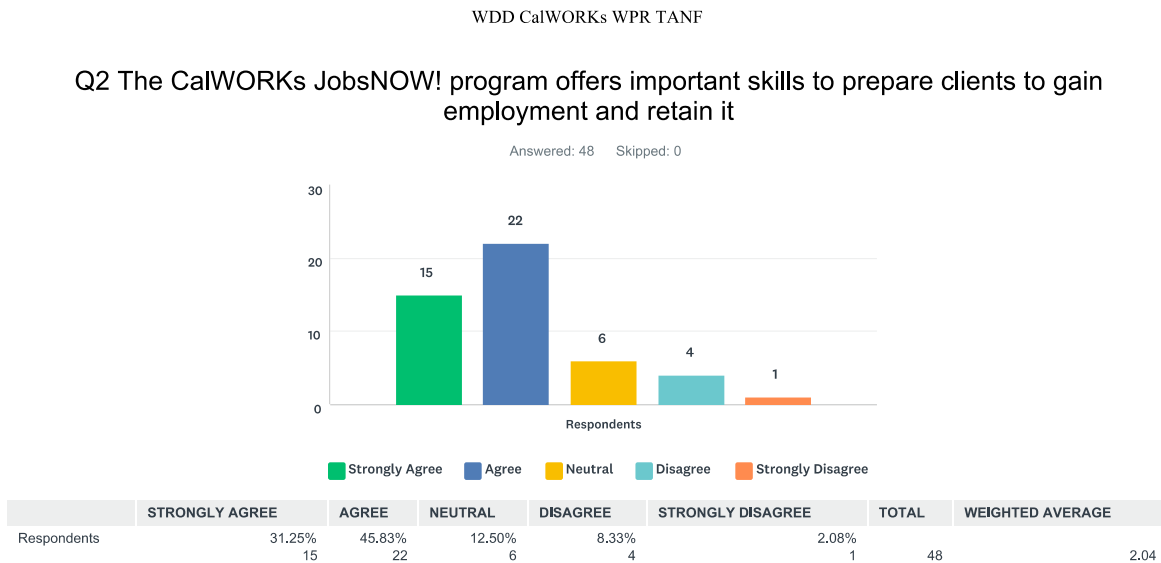
WDD CalWORKs WPR TANF

**Q2 The CalWORKs JobsNOW! program offers important skills to prepare clients to gain employment and retain it**

Answered: 48    Skipped: 0



|  | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 31.25% 15 | 45.83% 22 | 12.50% 6 | 8.33% 4 | 2.08% 1 | 48 | 2.04 |

1 / 1

N=48

The question yielded a strong majority of the staff agree that the CalWORKs JobsNOW! program does offer important skills to prepare clients for employment and most importantly, in retaining it. This demonstrates that staff believes that most of the training modules for CalWORKs JobsNow! has the potential of helping clients find employment and the retention is an integral part of the CalWORKs JobsNOW! Program. The survey yielded as "strongly agree" and 15 of 48 respondents (31.25%) agreed that the CalWORKs JobsNOW! program offers important skills to clients to prepare them for employment. The next part of the survey yielded as "agree" and 22 of 48 respondents with a percentage of (45.83%) revealed the highest response rate for this survey question. The next part yielded as "neither agree nor disagree" accounted for 6 respondents of 48 respondents (12.50%) that demonstrated a small number of respondents were agreeable and/or disagreeable. The next part yielded as "disagree" and 4 of 48 respondents (8.33%) indicated a small percentage disagrees with this question. The last part revealed as "strongly disagree" with 1of 48 respondents (2.08%) accounts for a very small percentage of the staff doesn't buy-in or agree that the CalWORKs program offers important skills for clients to prepare them for employment. The interesting part of this observation is that staff agrees it offers clients the necessary skills in preparation for seeking employment and a path to self-sufficiency.
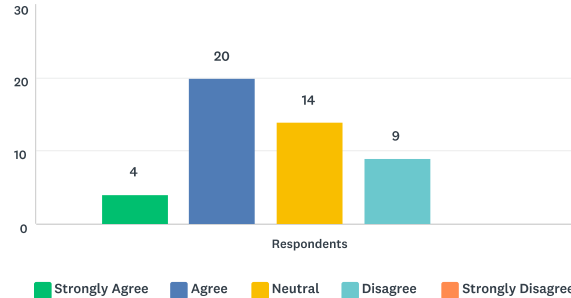
**Survey Question 3:**

Clients are prepared in finding a job after CalWORKs program work activities? Each respondent selected one answer listed below:

WDD CalWORKs WPR TANF

## Q3 Clients are prepared in finding a job after CalWORKs program work activities

Answered: 47    Skipped: 1



| | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 8.51%<br>4 | 42.55%<br>20 | 29.79%<br>14 | 19.15%<br>9 | 0.00%<br>0 | 47 | 2.60 |

1 / 1

N=48

The question regarding if clients are prepared in finding a job after the CalWORKs program work activities yielded a very positive response in agreement or in favor that the CalWORKs program work activities do help in finding a job and that clients are prepared upon completion of work activities. The survey yielded 4 of the 48 (8.51%) of the respondents "strongly agree" and 20 of the 48 (42.55%) of the respondents "agree". The 2nd highest response was yielded as 14 of the 48 (29.79%) of the respondents neither agrees nor disagrees. This was surprising to me since most of the case managers and employment specialists provide some of these work activities and do not have a response of in favor or not in favor. This raw data was astonishing to the researcher and wasn't expected at all. The next part yielded that 9 of 48 (19.15%) "Disagreed" and there were no respondents that yielded "strongly disagree" (0.00%).
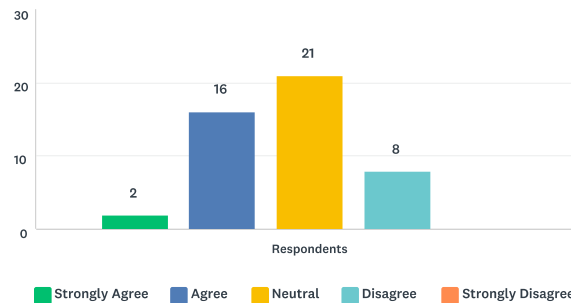
**Survey Question 4:**

The CalWORKs program training and work activities results in client satisfaction. Each respondent selected one answer listed below:

WDD CalWORKs WPR TANF

Q4 The CalWORKs program training and work activities results in client satisfaction

Answered: 47    Skipped: 1

| | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 4.26% 2 | 34.04% 16 | 44.68% 21 | 17.02% 8 | 0.00% 0 | 47 | 2.74 |

1 / 1

N=48

The question yielded a strong majority agreed that CalWORKs program training and work activities results in client satisfaction. This reveals that staff believes the program training and work activities for the most part exhibit client satisfaction which is fundamental to the program in ensuring clients are

satisfied with the CalWORKS program and its work activities. The survey yielded that 2 of 48 (4.26%) respondents "strongly agree" and 16 of 48 respondents (34.04%) "agree". The next part yielded that 21 of 48 (44.68%) of the respondents "neither agrees nor disagrees" which offers important information on how Employment Specialists, Social Workers, and Case Managers view the client's dissatisfaction or satisfaction and are unsure of the outcome. This reveals that new work activities are eminent and that new work activities should be implemented since a majority of the staff is unclear on client satisfaction and how clients perceive the CalWORKS training programs. The next part yielded that 8 of 48 (17.02%) of the respondents "disagrees" and 0 of 48 (0.00%) "Strongly disagrees".

**Survey Question 5:**

CalWORKS 2.0 and/or re-alignment will improve delivery of services such as wrap-around services? Each respondent selected one answer listed below:
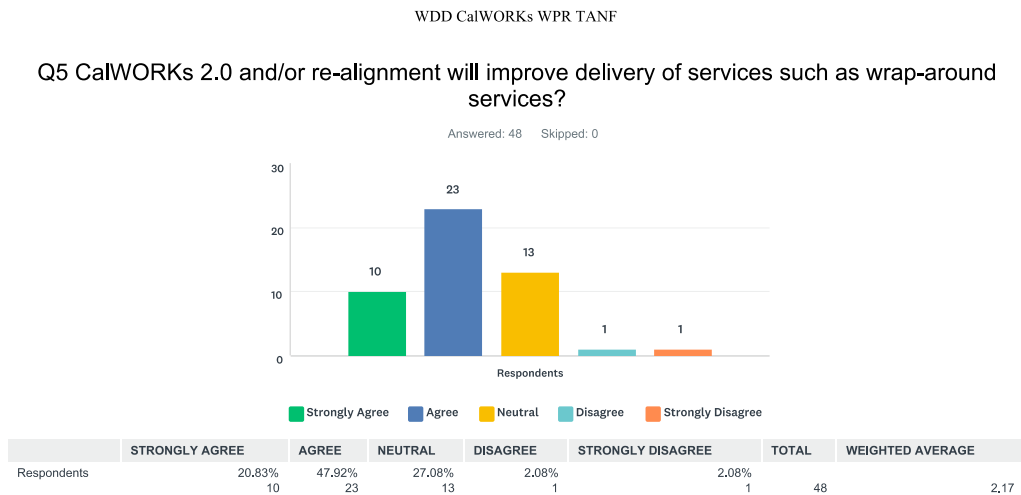
WDD CalWORKs WPR TANF

### Q5 CalWORKs 2.0 and/or re-alignment will improve delivery of services such as wrap-around services?

Answered: 48    Skipped: 0



| | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 20.83% 10 | 47.92% 23 | 27.08% 13 | 2.08% 1 | 2.08% 1 | 48 | 2.17 |

1 / 1

**N=48**

The question revealed based on the respondents that a strong majority believe that CalWORKs 2.0 and/or re-alignment will improve delivery of services such as wrap-around services. This indicates that a strong possibility of the buy-in from staff agree that the CalWORKs 2.0 should improve delivery of services and improve the current types of services including work program and new activities for the clients. The survey yielded that 10 of 48 (20.83%) of the respondents "strongly agree" and 23 of 48 (47.92%) of the respondents "agrees" while 13 of 48 (27.08%) "Neither agrees nor disagrees" and 1 of 48 (2.08%) "Disagrees" and 1 of 48 (2.08%) "Strongly disagrees".

**Survey Question 6:**

CalWORKs 2.0 and/or re-alignment will improve delivery services such as JobsNOW!?

Each respondent selected one answer listed below:

WDD CalWORKs WPR TANF

## Q6 CalWORKs 2.0 and/or re-alignment will improve delivery services such as JobsNOW!?
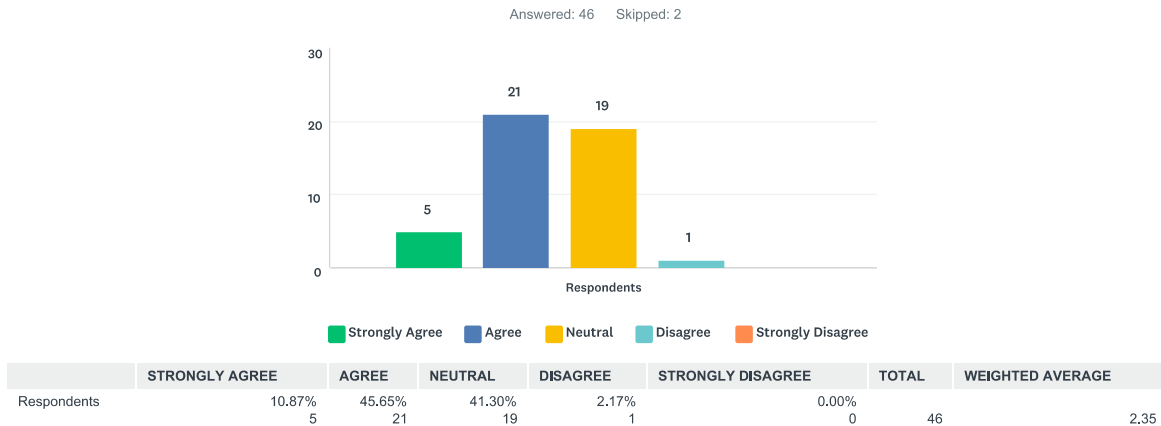
Answered: 46    Skipped: 2



|  | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 10.87% 5 | 45.65% 21 | 41.30% 19 | 2.17% 1 | 0.00% 0 | 46 | 2.35 |

1 / 1

N=48

The survey question was very similar to survey question number 5 except survey question number five asks "CalWORKs 2.0 and/or re-alignment will improve delivery services such as JobsNOW! The survey yielded 5 of 48 (10.87%) of respondents "Strongly agrees" and 21 of 48 (45.65%) "agrees" which is interesting to see that a majority of the respondents agree that CalWORKs 2.0 will improve delivery services such as JobsNOW! Where the previous question asked if CalWORKs 2.0 will improve wrap-around services with a much higher response in strongly agrees and agrees. The next part of the survey yielded 19 of 48 (41.30%) of the respondents "Neither agrees nor disagrees" which I found very surprising that most staff is neutral in responding to this question and doesn't either agree or disagree. This is where the buy-in for improvements in delivery services is still unclear and the staff isn't completely in favor of the proposed plan. The next part of survey yielded 1 of 48 (2.17%) "disagrees" whereas 0 of 48 (0.00%) "Strongly Disagrees".
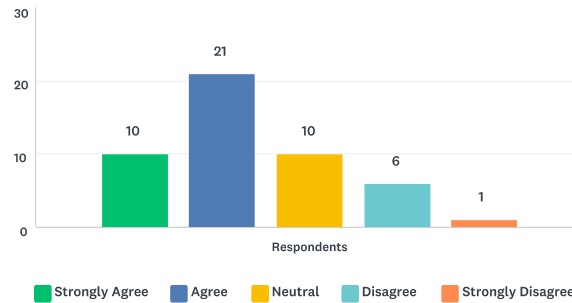
**Survey Question 7:**

Mandatory work programs produce better participation and employment outcomes for TANF recipients? Each respondent selected one answer listed below:

**Q7 Mandatory work programs produce better participation and employment outcomes for TANF recipients?**

Answered: 48    Skipped: 0



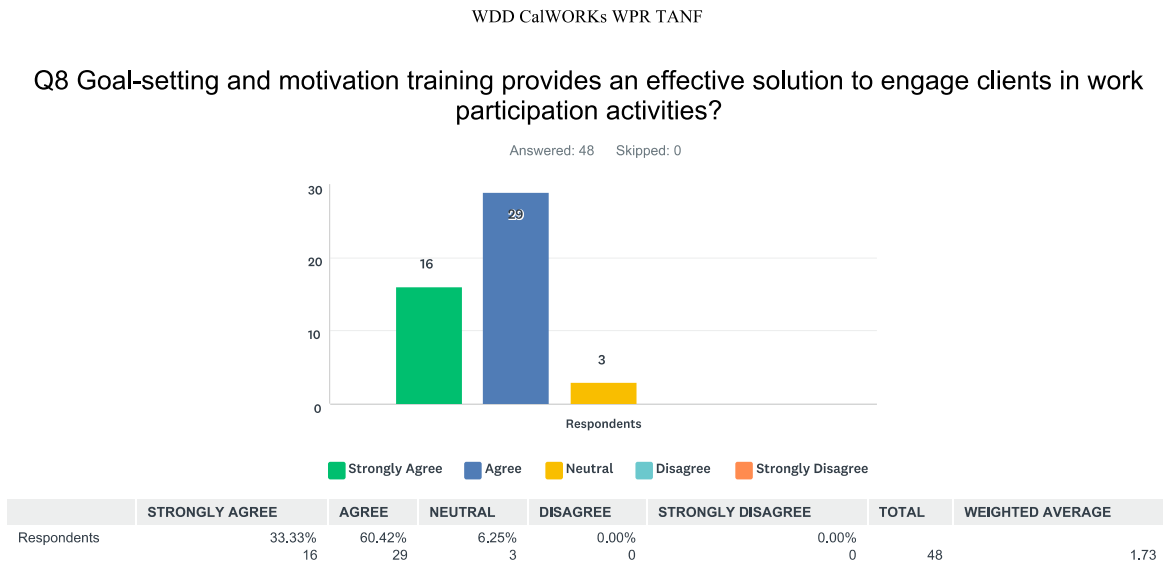|  | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 20.83%<br>10 | 43.75%<br>21 | 20.83%<br>10 | 12.50%<br>6 | 2.08%<br>1 | 48 | 2.31 |

1 / 1

N=48

The question regarding mandatory work programs and if they would produce better participation and employment outcomes for TANF recipients was also surprising from the staff's responses, specifically, the part that yielded a high percentage of respondents disagreeing that mandatory work programs would produce better employment outcomes for TANF recipients. Most of the staff have implicated that stricter sanctions should be implemented so that clients are more prone to participate in work programs so the responses to this survey question didn't reflect those concerns. The survey yielded 10 of 48 (20.83%) of the respondents "Strongly Agrees" and 21 of 48 (43.75%) of the respondents "agrees" while 10 of 48 (20.83%) of the respondents "Disagrees" and 1 of 48 (2.08%) "Strongly Disagrees".

**Survey Question 8:**

Goal-setting and motivation training provides an effective solution to engage clients in Work

Participation Rates (WPR)? Each respondent selected one answer listed below:

WDD CalWORKs WPR TANF

### Q8 Goal-setting and motivation training provides an effective solution to engage clients in work participation activities?

Answered: 48    Skipped: 0



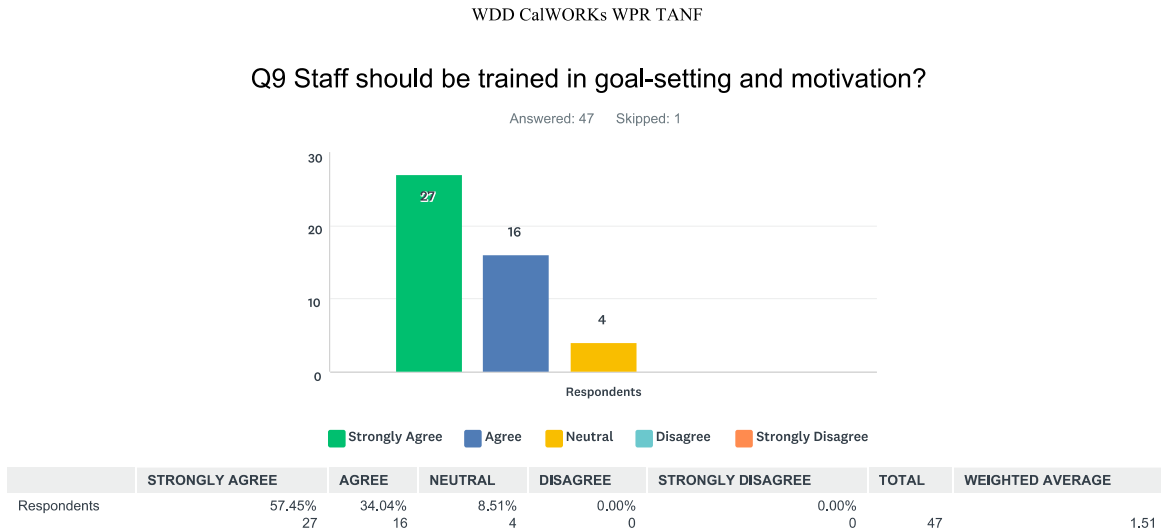| | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 33.33% 16 | 60.42% 29 | 6.25% 3 | 0.00% 0 | 0.00% 0 | 48 | 1.73 |

1 / 1

N=48

The survey question goal-setting and motivation training provides an effective solution to engage

clients in Work Participation Rates (WPR). The survey responses were not surprising in that most of the

staff agreed that goal-setting and motivation training are vital components in engaging clients to

participate in work activities. The survey yielded 16 of 48 (33.33%) of the respondents "Strongly Agrees"

and 29 of 48 (60.42%) more than half "Agrees" and a small percentage of the respondents answered 3 of

48 (6.25%) as "Neither agrees nor Disagrees" and 0 of 48 (0.00%) "Disagrees and "Strongly Disagrees".

**Survey Question 9:**

Staff should be trained in goal-setting and motivation? Each respondent selected one answer listed below:

WDD CalWORKs WPR TANF

## Q9 Staff should be trained in goal-setting and motivation?

Answered: 47    Skipped: 1



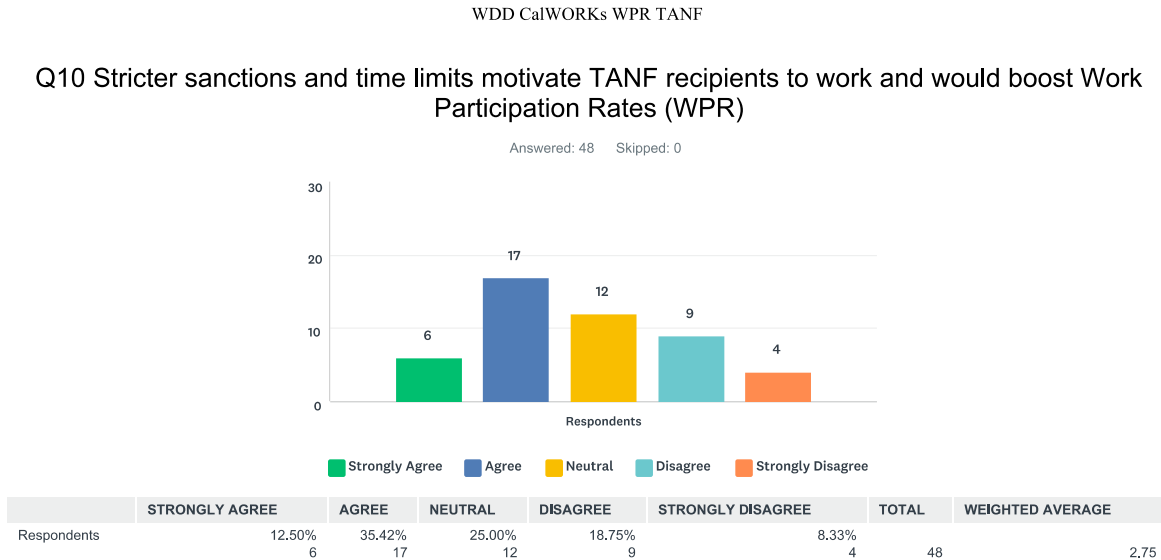|  | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 57.45%<br>27 | 34.04%<br>16 | 8.51%<br>4 | 0.00%<br>0 | 0.00%<br>0 | 47 | 1.51 |

1 / 1

N=47

This survey question indicated based on the responses that a majority of staff should be trained in goal-setting and motivation. What was surprising to the researcher with this question is that staff responded to a higher percentage of "neither agrees nor disagrees" to that same question regarding clients and that staff reflected a higher percentage. The survey yielded that 27 of 48 (57.45%) of the respondents "Strongly Agrees" and 16 of 48 (34.04%) of the respondents "Agrees" while 4 of 48 (8.51%) "Neither Agrees or Disagrees" and 0 of 48 (0.00%) "Disagrees" or "Strongly Disagrees."

**Survey Question 10:**

Stricter sanctions and time limits motivate TANF recipients to work and would boost Work Participation

Rates (WPR). Each respondent selected one answer listed below:

WDD CalWORKs WPR TANF

Q10 Stricter sanctions and time limits motivate TANF recipients to work and would boost Work
Participation Rates (WPR)

Answered: 48    Skipped: 0



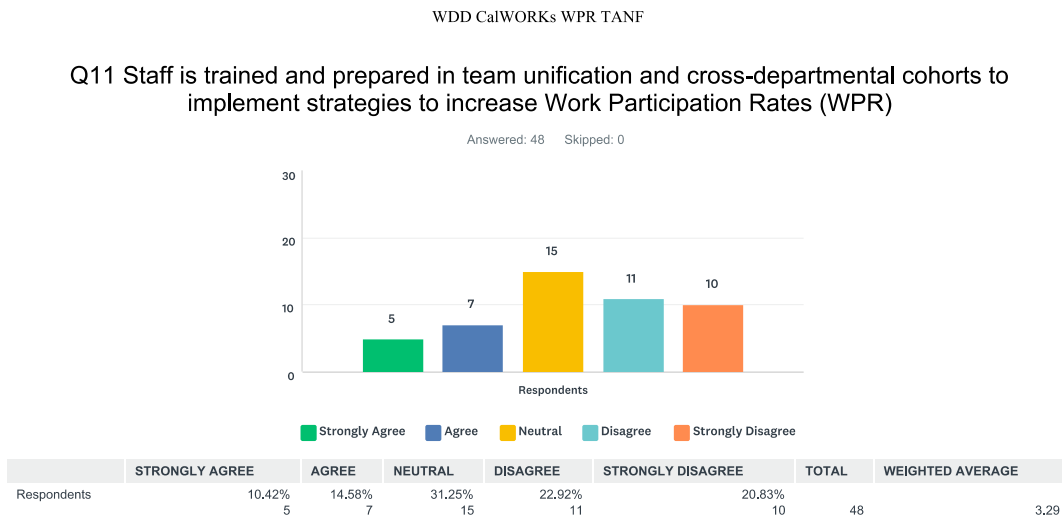| | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 12.50% | 35.42% | 25.00% | 18.75% | 8.33% | | |
| | 6 | 17 | 12 | 9 | 4 | 48 | 2.75 |

1 / 1

N=48

The question regarding stricter sanctions and time limits would essentially motivate TANF

recipients to work and would boost Work Participation Rates (WPR) indicated that staff doesn't believe

that enforcing stricter sanctions would help boost Work Participation Rates (WPR). The survey revealed

that the researcher was shocked that staff would not agree that stricter sanctions would boost WPR,

especially since a majority of staff have been concerned with the leniency of sanctions and time limits

which they believe creates less client engagement. However, on the other side, staff has indicated that this

would decrease client motivation and would lower the client's morale and not help boost WPR. The

survey yielded 6 of 48 (12.50%) of the respondents "Strongly Agrees" and 17 of 48 (35.43%) "Agrees" while 12 of 48 (25.00%) of the respondents "Neither Agrees or Disagrees" and 9 of 48 (18,75%) "Disagrees" and 4 of 48 (8.33%) "Strongly Disagrees".

**Survey Question 11:**

Staff is trained and prepared in team unification and cross-departmental cohorts to implement strategies to increase Work Participation Rates (WPR). Each respondent selected one answer listed below:

WDD CalWORKs WPR TANF

### Q11 Staff is trained and prepared in team unification and cross-departmental cohorts to implement strategies to increase Work Participation Rates (WPR)

Answered: 48    Skipped: 0



| | STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE | TOTAL | WEIGHTED AVERAGE |
|---|---|---|---|---|---|---|---|
| Respondents | 10.42%<br>5 | 14.58%<br>7 | 31.25%<br>15 | 22.92%<br>11 | 20.83%<br>10 | 48 | 3.29 |

1 / 1

N=48

The survey question regarding if staff is trained and prepared in team unification and Cross-departmental cohorts to implement strategies to increase Work Participation Rates (WPR) agreed that staff is not prepared. Surprisingly, some of the staff believes they are trained and

prepared in team unification and cross-departmental cohorts to implement strategies to increase WPR. The survey yielded 5 of 48 (10.42%) of the respondents "Strongly Agrees" and 7 of 48 (14.58%) of the respondents "Agrees" and 15 of 48 (31.25%) of the respondents "Neither Agrees or Disagrees" and 10 of 48 (20.83%) of the respondents "Strongly Agrees". The researcher acknowledges that a majority of the staff needs training in cross-departmental cohorts to implement strategies to increase WPR. It is apparent that new strategies need to be implemented in order to improve client engagement and increase WPR. The study is based on the low participation rates which is decreasing the WPR.

### *Significant Findings- Qualitative & Quantitative*

### *Key Informant Interviews, Surveys, and Literature Reviews*

The most prevalent throughout the key informant interviews and surveys demonstrate a specific theme that would indicate that training is critical to change the organizational culture within CalWORKs with front-line staff that is an integral part of assisting the hard-to-serve clients with multiple barriers. Staff and clients would benefit with training in soft skills such as goal-setting and motivation according to the surveys and interviews. The literature review researched in this study reflects the themes addressed in hard-to-serve client barriers, motivation as a soft skill, goal-setting, and implementing new work activities that other states and counties are using to meet the Federal TANF Work Participation Rates (WPR). Mentioned in the literature which links the case study to soft skills and motivation in Job readiness activities and the importance of the development of *"soft skills"* is a vital component to effectively train staff and clients in effective job acquisition and retention skills. Duncan describes *soft skills* intrapersonal skills, effective communication skills, and the ability to resolve conflict resolution, interpersonal attributes, such as positive attitude, leadership ability, and problem-solving. (2005). *Soft skills,* punctuality and time management and skills that are directly associated with Customer service and have been as more significant indicators of a workers that are successful at work than most other cognitive skills. Individuals that possess these *soft skills* typically reflect

increased efficacy in attaining work more so than individuals whose *soft skills* are not developed. (McMillan, 2008).

The concept of motivation is a subject of much research and speculation. (Ahl, 2006). Some of the most common theories of motivation can be described from Maslow (1943) as the Hierarchy of Human Needs. There is a total of seven distinct needs that are discussed later in Chapter 5. According to Maslow he states that these needs existed constructively and that each need is sequentially dependent upon the achievement of the lower need and with the physiological need being the most basic need and self-actualization as the highest need. Based on the survey questions and interviews, most of the staff and management recognize that soft skills training such as motivation and goal-setting can be instrumental in dealing with hard-to-serve clients and improve client engagement by teaching them the same skills. I have discussed the findings further in Chapter 5 with conclusions and recommendations from the research study.

**Graphs – San Francisco CalWORKs WPR Dashboard WPR Analysis**

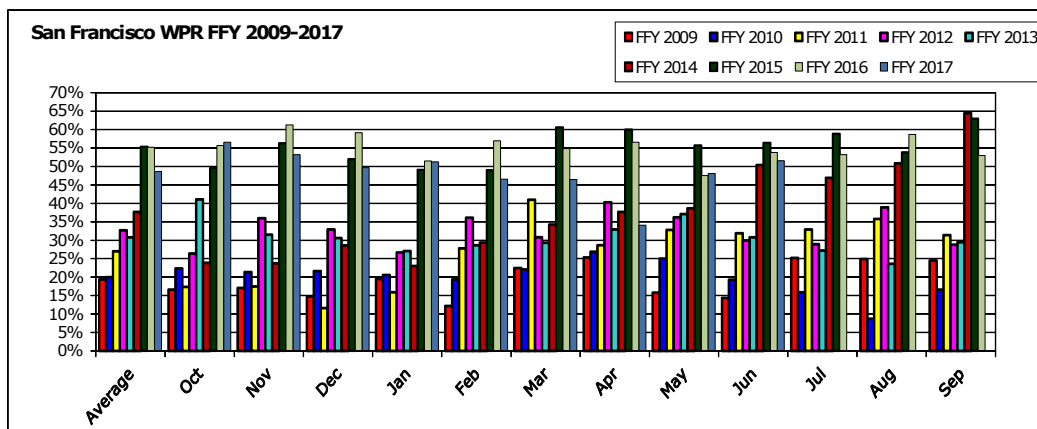| Work Participation Rate (WPR) | Apr 17 | 34.1% |
|---|---|---|
| County Participation Rate (CPR) | Oct 17 | 43.9% |
| Client Participation Improvement (CPI) (3-Month Progress) | Jul 17 | 48.3% |
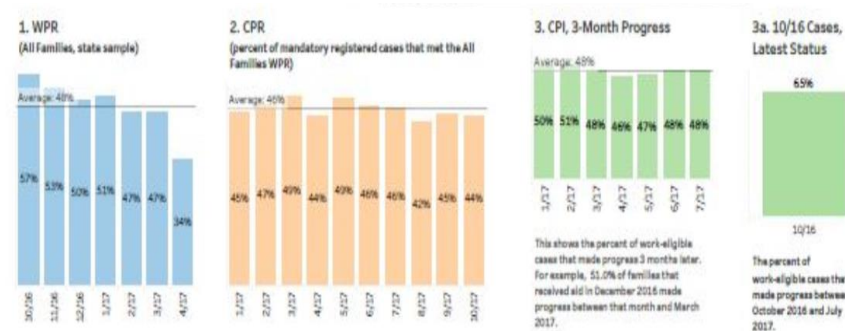
This Chart reflects the San Francisco Work Participation Rates for FFY 2009-2017 as of June, 2017. Average results area at 48.6% for FFY 2017 and the goal is to meet WPR at 60% for FFY 2017-2018. With the implementation of CalWORKs 2.0, the goal is to improve client engagement and theoretically increase Work Participation Rates (WPR) and avoid any potential penalties from the Federal block grant that can affect the City & County of San Francisco's budget & resources.

**San Francisco WPR Comparison Chart**

| | Average | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FFY 2007 | 22.0% | 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 | 18.8% | 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 | 19.4% | 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 | 20.0% | 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 | 27.1% | 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 | 32.7% | 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 | 30.8% | 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 | 37.7% | 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 | 55.4% | 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 | 55.2% | 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 | 48.6% | 56.6% | 53.2% | 49.7% | 51.3% | 46.6% | 46.5% | 34.1% | 48.1% | 51.6% | | | |

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% |



San Francisco WPR FFY 2009-2017

**Chapter 5 – Conclusions and Recommendations**

**Conclusions**

The purpose of this study is to examine, analyze, and evaluate how the CCSF can effectively increase the Work Participation Rate (WPR) and improve client engagement. The study conducted an analysis of the different types of job development training programs to determine what is working in other states and counties who have met the WPR. This study identifies and evaluates a variety of strategies used by other states and counties, including government entities and some private sector strategies on goal-setting and motivation as soft skills. The study also included CCSF's implementation of the statewide newly proposed CalWORKs 2.0 and other tools used by other counties and States such as Santa Clara, Erie County Buffalo, New York, including other counties and states in implementing client engagement tools to improve client's participation in work activities by addressing the barriers of hard-to-serve TANF recipients. This chapter will address the significant findings, results, the limitations, lessons learned, recommendations, findings from key informants and surveys.

The study identified the difference between the self-sufficiency paradigms as opposed to the reciprocity paradigm and distinguished that both are visions of the role of work in welfare program. Both programs can reflect common values and goals and are considered consistent; however, there are varying differences. (Patterson, 2012). The difference is reciprocity is built on work in exchange for the aid they receive. There are moral ramifications identified in this approach where the article discusses encompassing moral values that create a pretense of what is defined as a *"culture of entitlement"* (Patterson, 2012) which individuals expect to receive support for something they didn't give or do in return. This is based on events that were used as early as the American Colonial Era and during the Great Depression when work requirements were used in form of work houses that apprenticed poor children and the unemployed in exchange for work. The most common approach is the *"self-sufficiency"* (Patterson, 2012) which is the model the City & County of San Francisco's framework is relevant to. The purpose of the *"self-sufficiency"* approach is to end the individual's need for, and hence dependence on welfare

benefits, (Patterson, 2012). There are moral implications in work through long-term integration of any welfare recipient into the labor market. Both of these approaches impose obligations on those who accept public support. Part of the CalWORKs 2.0 implementation strategies the City & County of San Francisco is proposing on how to extract recipients from welfare to self-sufficiency by placing them in employment and retaining employment long-term. One way that other states and counties are implementing for self-sufficiency approaches are to target barriers of TANF recipients. States such as Iowa and Washington D.C. have implemented Iowa's Family Development and Self-Sufficiency (FaDSS) Program that provides services to families with significant or multiple barriers to reaching economic security. The participants often require assistance with many basic needs including housing, health and nutrition, and support in obtaining a work-related skill or educational goal. Not uncommon is also the need for support in mental health or substance abuse treatment or accommodations for disabilities or special circumstances. (Hornby & Zeller, 2014). This program is very similar to the City & County of San Francisco's CalWORKs 2.0 that discusses the core competencies to address barriers of hard-to-serve TANF recipients.

This study found that respondents agree with the self-sufficiency approach as opposed to the reciprocity approach due to the implications of social and moral values that recipients will be more opt to complete work activities in exchange for their aid as opposed to forcing work upon the recipients in exchange for entitlements. The reciprocity approach is rigid and impedes on the effective use in reducing dependency. Respondents feel that Congress has undermined states ability to pursue an effective strategy that is aimed at moving recipients to self-sufficiency in using the reciprocity approach. The CalWORKs 2.0 implementation of a more holistic approach is expected to be more effective in moving recipients to self-sufficiency and employment.

Santa Clara has implemented new work participation strategies to improve client engagement and increase Work Participation Rates. One of the models of Santa Clara is in training and development of staff although Santa Clara is one of the counties that is meeting the WPR requirement. Part of the model was to develop a unified staff team with a specific common goal called the "WPR Strategic Plan". This

method is being implemented in the City & County of San Francisco's newly proposed CalWORKs 2.0 which is team unification and cross-departmental work groups or cohorts to bring eligibility services, employment services and CalWIN systems and dashboard/databases together with the primary focus on: 1) initiating a specialized team to provide customized services to those clients in the WPR sample, 2) redesigning intake/orientation with employment staff in attendance, 3) identifying centralized staff to coordinate Welfare-to-Work exemptions, 4) pilot the re-engagement strategy in two units, 5) simplifying and enhance information gathering tools, 6) evaluating incentive programs for CalWORKs clients, and 7) implementing expanded outreach to and monitor the success of timed out parents who are a part of a specialized pilot. (Darnell, 2012, p. 3).

Part of Santa Clara's success is the collaboration of work groups to enhance their successful connection with the clients that ultimately resulted in obtaining the needed information to engage clients in work activities needed to meet WPR. Santa Clara continues this model of eligibility and employment services staff in conjunction with CalWIN systems staff meeting regularly to identify best practices and to collaborate opportunities to sustain a unified effort in meeting WPR. The interview questions in response to the question #2 are very similar to the Santa Clara model which is being implemented by the City & County of San Francisco's proposed CalWORKs 2.0. The question asked if the staff is prepared and trained in team unification and cross-departmental cohorts to implement effective strategies for increasing WPR and implementing CalWORKs 2.0. The respondents replied "no", the current structure is not feasible to improve the processes yet. However, the key informants believe that staff can easily be trained and prepared to collaborate in team unification and cohorts to improve WPR once it is launched. Some of the strategies used by Santa Clara to engage their clients include; I-Pod modules for training and work activities, typing tutorials, on-line classes to avoid having to come into the County building, and self-paced modules since not all clients are created equally. The important element of this model is making staff accountable for WPR reviews and samples and ensuring that each sample case is thoroughly reviewed. By having specialized units to focus primarily on client engagement and WPR results is an effective and efficient strategy to maintain WPR requirements.

Clients with barriers are among the most difficult clients to serve and engage in work activities. Some of the major barriers to self-sufficiency and employment are substance abuse among welfare recipients which is a major barrier to employment. According to Strawn (1997), between 10 and 20% of welfare recipients have a substance abuse problem and about 5% of them affected have severe limitations in their daily lives. Consequently, this is believed to be the most eminent family barriers to employment with welfare recipients. Part of the respondent's answers to client barriers indicate we are not prepared or trained to effectively deal with these barriers and additional training is required. The biggest challenge in addressing client barriers is we do not have sufficient number of Social Workers that can address the clinical issues with substance abuse. It is imperative for the City & County of San Francisco to utilize and collaborate with outside agencies to address the substance abuse issues with welfare recipients since it is primarily a chemical addiction. Part of the challenge is funding and resources to address these barriers which also include mental and physical or domestic violence barriers with some of the welfare recipients. This suggests that there are obstacles of overcoming any substance abuse and it can be impeded if funds are not properly allocated directly to treating welfare to work participants that have substance abuse issues (Hodge, Cardenas, & Montoya, (2001).

The research study on implementing training modules for soft skills such as motivation and goal-setting was affirmed by most of the interviews with key informants as well as the surveys with staff. A majority of the key informants agreed that goal-setting and teaching soft skills such as motivation is important and this is what we are seriously lacking in our staff and quite honestly with our clients. Key informant interviews concluded that in order to be successful, it's the life skills such as how we react to things in life that can help us succeed. Soft skills allow staff to connect with clients and ensure we have interpersonal skills which are fundamental in dealing with the public; specifically, our clientele. Some of the literature reviews indicate how imperative soft skills are in our daily lives. The concept of motivation is subject of much research and speculation as indicated in some of the literature reviews. (Ahl, 2006). There are many definitions that researchers have provided which can by synthesized and described as motivation is definitively a psychological process that can cause people to act and keep working towards

achieving a specific outcome or goal, (Werner & DeSimone (2002); Ahl, 2006). Some of the most common and known theories of motivation can be described from Maslow (1943) known as the Hierarchy of Human Needs that identify seven distinct needs level such as physiological described as human survival, security known as creation of normal routines and diminished neuroses, et. Al. The surveys resulted in agreement that staff requires goal-setting and soft skills such as motivation for training modules for both the staff and clients. Interviews indicated that soft skills are an important element in handling day-to-day issues. This theory is directly related to the position that California and the counties are experiencing with participants moving to self-sufficiency. It is particularly important to examine the need for participants to evaluate their career development. One effective method in assisting individuals is establishing and defining career paths or even when addressing barriers to self-sufficiency is formulating goals and establishing goals, (Coish, 1999). According to Locke, Edwin A., he has defined goals as something that has been studied extensively and is considered the best empirical data of theories of motivation (Werner & DeSimmone, 2006). Goal setting is used as part of the newly proposed CalWORKs 2.0 that is being implemented. The interviews conducted have a direct correlation to goal-setting for the clients to assist in motivating them and improving client engagement to increase WPR. Some of the following next steps and lessons learned can be suggested and undertake some of the issues discussed in this study.

**Lessons Learned**

Some of the outcomes in TANF leave studies that are generally consistent with findings from earlier research on the impacts of welfare-to-work programs. There should be evaluations in the labor market to research any specific points toward more effective and efficient strategies to potentially help low-income recipients locate better paying jobs that they find through the programs and should be focusing on job search and additional adult basic education services.

Studies have revealed that job search focused programs are most successful as in the case of GAIN programs in Riverside and San Diego Counties, each which made substantial use of education and training in addition to job search, see Freedman et al., 1996). Not only did the study reflect the success

rate of these programs, but moreover, earnings gains from these programs typically result from welfare recipients' working a greater share of the time and not because they attained better jobs. In general, it has been proven that the most effective and efficient welfare-to-work programs typically involve flexibility and a balanced approach that offers a mix of job search, education, job training, and work activities that is primarily known as "mixed strategy." (Freedman et. Al., 2000). Most successful employment programs have a central focus on employment; have relationships with private and local employers, and are intensive which sets a high expectation for participation. (Strawn, 1998). Another personal recommendation is that work activities should reflect interactive activities and more of engagement with the trainer or facilitator. The training should be informative and structured but not too structured where it is stringent and not fun and engaging for the participants. There should be numerous activities to determine where the client's abilities are in written and oral format. It is imperative that certain factors in the approach to engage clients –follow key elements such as 1) improved job matching to place low-income parents in the best possible initial jobs to allow them to advance after they have been working; this would potentially maximize the returns of work experience and skills; targeted skill upgrading that is determined on basic job skills in demand based in the local labor market for low-income parents, and targeted investments in skill upgrading for low-income parents during periods of unemployment. This is also fundamental where low-income parents would benefit with transferable skills to increase their salary range and demand for higher wages.

One fundamental lesson is that there should be a specialized unit that the primary focus is on postemployment retention services that follows the clients work activities even after welfare has ended. Typically, these services would include transportation, child care, work clothing, shoes, or tools and if needed payment of work-related fees such as money to gain a driver's license or receive a guard card, forklift or nursing certification opportunities. The blue-collar industry is struggling to locate people that are interested in the trades. One way to increase the interest of clients is to provide an incentive such as paying for the apprentice program to increase interest in the trades.

**Recommendations**

**TANF Policy Recommendation #1:**

**By 1 July, 2018, Case Managers are directly responsible for implementing client job match and development.**

Job quality should be the primary focus on helping low-income parents seek employment and retain it. Employment advancement and retention are vital in the success of the client's path to self-sufficiency. Otherwise, the clients will come through the program as a result of being unsuccessful. This creates less motivation and a sense of failure for the client. This affects self-confidence and could potentially impair the client to fail again. It is important that staff is prepared to encourage and empathize with clients short-comings by supporting the clients as opposed to being frustrated that they came through the program again. Part of this processes success would entail job development and job matching training for staff to be prepared in assisting clients with seeking employment and ensuring the clients retain it.

**Paid Work Incentives Recommendation #2:**

**By 1 August, 2018, CalWORKs managers will expand existing paid work programs and create innovative and new paid ones that are user-friendly, intuitive and interactive to improve client engagement.**

Expand already existing paid work programs and create new work programs. In some cases, these paid work opportunities can potentially turn into full-time permanent positions with select contracted private sector employers that offer benefit packages and incentives for potential growth and advancement. One way to improve client engagement is by offering rewards to clients who have successfully completed their work activities and demonstrated perfect or near perfect attendance. A reward incentive could be in the form of a gift card for department stores or movie vouchers for the clients and their children, or maybe a Safeway gift card for the client to purchase groceries for their family.

**Training Modules/Specialized Units Recommendation #3:**

**By 1 September, 2018, Workgroup Committee will implement and develop new and interactive training for staff on development of SMART goals and team unification including training in soft skills like motivation.**

With the implementation of the newly proposed CalWORKs 2.0, new training modules will be introduced for staff to prepare for the implementation of new strategies to improve client engagement and increase WPR. It is vital for the staff to acquire motivation and skill building training and staff should all create SMART plans for goal-setting. Special units for retention and post-employment should be implemented. A specialized unit to monitor sanctioned cases and clients not participating in work activities should be implemented to ensure WPR requirements are monitored. Staff should be trained in team unification and cross-departmental cohorts to implement effective strategies for increasing Work Participation Rates and being accountable for WPR. The client would benefit with the entire staff helping in job search and job matching to the path of self-sufficiency and the client retaining employment.

**Performance Based Initiatives Recommendation #4:**

**By 1 October, 2018, Case managers should be responsible for collaborating with CCSF staff to conduct weekly strategic meetings to evaluate client attendance, participation and effectiveness.**

Community based organizations that collaborate with the City & County of San Francisco for work activities should be held accountable and a progress report should be administered weekly and/or monthly to ensure clients are participating in work activities. There should be strategic meetings conducted to review options on how to improve client engagement in work activities. New work activities should be implemented to improve client engagement and clients that are not successful should not be sent to identical work activities.

**Administrative Strategies Recommendation #5:**

**By 1 November, 2018, Staff to develop new approaches on managing TANF caseloads not meeting WPR. Implement strategies to effectively use real-time data and CRM's like Launchpad.**

Develop new approaches on managing TANF caseloads. One of those first steps to ensuring this approach is to successfully analyze caseloads and determine who was not meeting the WPR requirements whether cases were sanctioned, non-compliance or client just dropped off. Part of this approach is to utilize data to manage and encourage participation in work activities. Data can be used to monitor and improve program performance that allows staff to record and analyze existing data more effectively and summarize key outcome measures that are relative to performance benchmarks. Currently, the City & County of San Francisco is using Launchpad as a database to track WPR and work activities of clients. However, this would entail a more in-depth approach where reports would provide a snapshot of how a state and its regions or counties are performing with meeting pre-determined goals. The tools can be used to clarify program expectations for staff where each staff member is held accountable for WPR requirements. This tool would also help staff at all levels to identify problems and have the ability to quickly brainstorm on ways to improve the participation rate; and identify a specified group of recipients who are participating but with an insufficient number of hours.

**Areas and suggestions for Further Study**

Since the newly proposed CalWORKs 2.0 is in the infancy stage and there is no empirical data to evaluate the effectiveness and success of the program, this would allow for further research to determine if the proposed CalWORKs 2.0 has effectively and efficiently improved client engagement and increased WPR to avoid any additional penalties and block grant cuts to the budget for future fiscal years.

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**Appendix A**

**List of Acronyms**

ACD-Administration for Children and Families

AFDC-Aid to Families with Dependent Children

CalWORKs-California Work Opportunity and Responsibility for Kids

CDSS-California Department of Social Services

DRA-Deficit Reform Act

E2Lite-Enterprise II

FFY-Federal Fiscal Year

GAO-U.S. Government Accountability Office

HHS-U.S. Department of Health and Human Services

PRWORA- Personal Responsibility and Work Opportunity Reconciliation Act

RADEP-Research and Development Enterprise Project

SAWS-Statewide Automated Welfare System

SSI-Supplemental Security Income

TANF-Temporary Assistance for Needy Families

WPR-Work Participation Rate

**Appendix B**

**Qualitative Data:**

**Interview Questions – Management Team**

The purpose of this research study is to improve client engagement and increase Work Participation Rates (WPR). A total of five (5) key informant semi-structured interviews were conducted for this study and included the Program Director of Workforce Development Department Welfare-To-Work, Program Manager of CalWORKs Eligibility, Program Manager of CalWORKs Workforce Development Department Welfare-To-Work, Work Participation Rate (WPR) Administrator, and Supervisor of CalWORKs Welfare-To-Work.

1. How would the newly proposed implementation of CalWORKs 2.0 effectively improve client engagement and theoretically increase Work Participation Rates?

2. Do you believe staff is prepared and trained in team unification and cross-departmental cohorts to implement effective strategies for increasing Work Participation Rates and implementing CalWORKs 2.0?

3. What are the major barriers to client engagement for hard-to-serve clients with barriers such as mental/physical abuse, substance abuse, homelessness, domestic violence and other life barriers?

4. How effective is the CalWORKs 2.0 strategy in addressing client barriers?

5. What is your opinion of stricter sanctions and time limits to motivate TANF recipients to work, and would this boost Work Participation Rates (WPR)?

6. What are your thoughts about goal-setting and teaching soft/hard skills such as motivation to improve client engagement? Do you believe this would potentially increase WPR? Why? Or Why not?

7. What do you consider some of the most challenging issues of launching and implementing new work activities to improve client engagement?

8. What are your thoughts concerning using other state and county Welfare-to-Work programs such as Santa Clara's work model, to effectively increase Work Participation Rates (WPR) at CCSF?

**Appendix C**

**Survey Questions**

1. Will new training modules address client barriers and are effective for fostering client engagement, participation and job readiness in getting a job and retaining it?

2. The CalWORKs training and JobsNOW! program offers important skills to prepare clients to gain employment and retain it

3. Clients are prepared in finding a job after CalWORKs program work activities

4. The CalWORKs program training and work activities results in client satisfaction

5. CalWORKs 2.0 and/or re-alignment will improve delivery of services such as wrap-around services?

6. CalWORKs 2.0 and/or re-alignment will improve delivery services such as JobsNOW?

7. Mandatory work programs produce better participation and employment outcomes for TANF recipients?

8. Goal-setting and motivation training provides an effective solution to engage clients in work participation activities?

9. Staff should be trained in goal-setting and motivation?

10. Stricter sanctions and time limits motivate TANF recipients to work and would boost Work Participation Rates (WPR)

11. Staff is trained and prepared in team unification and cross-departmental cohorts to implement strategies to increase Work Participation Rates (WPR)

**Appendix D**

**On-line Survey administered through Survey Monkey 95 surveys**

**sent and 48 surveys were completed and returned**

# WDD CalWORKs WPR TANF

**1. Will new training modules address client barriers and are effective in fostering client engagement, participation, and job readiness in getting a job and retaining it?**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ● Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**2. The CalWORKs JobsNOW! program offers important skills to prepare clients to gain employment and retain it**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**3. Clients are prepared in finding a job after CalWORKs program work activities**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**4. The CalWORKs program training and work activities results in client satisfaction**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**5. CalWORKs 2.0 and/or re-alignment will improve delivery of services such as wrap-around services?**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

## Appendix D

**6. CalWORKs 2.0 and/or re-alignment will improve delivery services such as JobsNOW!?**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**7. Mandatory work programs produce better participation and employment outcomes for TANF recipients?**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**8. Goal-setting and motivation training provides an effective solution to engage clients in work participation activities?**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**9. Staff should be trained in goal-setting and motivation?**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**10. Stricter sanctions and time limits motivate TANF recipients to work and would boost Work Participation Rates (WPR)**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |

**11. Staff is trained and prepared in team unification and cross-departmental cohorts to implement strategies to increase Work Participation Rates (WPR)**

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|
| ○ Strongly Agree | ○ Agree | ○ Neutral | ○ Disagree | ○ Strongly Disagree |