

# STEPS.



Steps To  
Employment  
Prosperity  
& Success

## Features of Full Employment

### For Participants

- Immediate placement in unsubsidized jobs, or temporarily-subsidized, training-oriented jobs for those unable to get unsubsidized employment. Wage subsidies are paid from the pool of public assistance benefits.
- A ladder of job opportunities, with rising spendable income at each step.
- Guaranteed support services throughout the transition to self-sufficiency.

### For Employers

- A larger workforce from which to recruit workers.
- The chance to try out new workers in new jobs at little or no wage cost.
- The opportunity to contribute to reducing the public assistance burden.

### For the State

- A stronger state economy.
- Happier, more productive citizens.
- Reduced welfare costs.

## Leading the Way to Full Employment

With the passage of the Temporary Assistance to Needy Families (TANF) Act of 1996, states face the challenge of designing and implementing welfare reform programs that will quickly move recipients from welfare to work. Oregon enjoyed a head start, since in 1990 its voters had approved a six-county Full Employment pilot project intended to demonstrate the effectiveness of mandatory welfare-to-work. Oregon's JOBS-Plus program, fully launched in 1994, was an immediate success, reducing welfare rolls by more than 56 percent in four years.

**The Institute**—The American Institute for Full Employment (AIFE) has been a driving force in the development and implementation of Full Employment programs throughout the nation. The Institute is a privately funded, not-for-profit center for the development of programs that expand and enhance employment opportunities for American workers, and especially for those who have been conditioned to accept public assistance as a substitute for the opportunities and rewards of paid work.

The Institute champions Full Employment as the most effective way to create healthy families and communities.

**What is Full Employment?**—Full Employment is a welfare, unemployment, and food stamp benefit replacement concept that moves public assistance recipients into the active workforce by converting public assistance benefits to wage subsidies for transitional, training-oriented jobs, predominantly in the private sector. Currently, our team is

- helping Kentucky develop a pilot project;
- assisting Texas to expand its pilot project statewide;
- working with Delaware to put into operation its statewide program;
- helping Idaho design a program for harder-to-place long-term recipients; and
- responding to requests from counties in northern California and New York.

The Institute can introduce your State or County to Full Employment, and can help you design, implement, and assess a Full Employment program. We can assist you in developing specialized, unique program components to meet your specific needs.

If your state or county is considering a Full Employment Program, contact Ted Abram, Chuck Hobbs, or Bob Kingzett at 800/562-7752. The AIFE can help you make it happen.

### Selected States' Job Placement Rates 1995 – 1997\*

State	Time Period	Job Placement Total	Average Caseload	Job Placement Rate (Placements per 1,000 cases)
Oregon	1995	18,001	39,264	458
	1996	23,201	33,444	694
	1997	19,987	24,307	822
Wisconsin	1995	19,504	70,604	276
	1996	23,280	54,954	424
	1997	16,289	33,859	481
California	1995	84,458	906,262	93
	1996	104,192	889,766	117
	1997	159,796	829,344	193
Louisiana	1995	4,699	79,825	59
	1996	5,650	70,581	80
	1997	9,855	56,577	174
Maryland	1995	3,378	77,677	43
	1996	8,849	74,106	119
	1997	10,092	59,230	170

\* Information from U.S.G.A. Report, *Welfare Reform, States and Restructuring Programs to Reduce Welfare Dependence*. June 1998, page 99.

## Recent Institute Activities

The following are some of our activities over the past few months.

**Presentations**—Ted Abram presented the Full Employment model at a conference co-sponsored by the Employment Policy Foundation and the National Association of Business, and at a conference held by the Welfare to Work Partnership.

In June AIFE, the Evergreen Freedom Foundation of Seattle, and Cascade Policy Institute of Portland, jointly sponsored public appearances by Robert Woodson, well-known author of works on entrepreneurial activities in the inner city. Chuck Hobbs introduced Mr. Woodson, whose latest book, *The Triumphs of Joseph*, chronicles the little-known successes of local self-help leaders in solving the problems of youth crime, drug use, and family disintegration.

In August, Ted Abram addressed the Governmental Research Association national conference in Minneapolis, MN on the success and future prospects of Full Employment as the vehicle for welfare reform.

### Assistance to States

**Oregon**—AIFE continues to be involved in fine-tuning Oregon's JOBS-Plus program. Ted Abram and Chuck Hobbs met with Governor John Kitzhaber and State Senator Gene Derfler to discuss potential improvements to the program affecting unemployment insurance beneficiaries.

**Idaho**—Phil Laymon, Program Manager for Oregon's JOBS-Plus Program, hosted Donna Allen and Peggy Cook of the Idaho Department of Health and Welfare in a discussion of the JOBS-Plus model, which addresses the needs of 1,100 harder-to-place families still on the state's welfare rolls. Bob Kingzett attended the meeting.

**California**—In March, Ted Abram, Bob Kingzett, and Anita Moore of AIFE, along with Phil Laymon, Terry Dailey, and Nancy Watkins of Oregon's Division of Adult and Family Services, presented the model to Siskiyou County, California supervisors, staff, and community leaders. The team also made a presentation to California Assemblyman Tom Woods and supervisors from Butte, Glenn, and Shasta counties, and Chuck Hobbs and Jon Hobbs briefed the Northern California Welfare Directors Association.

**Texas**—In recent months, Ted Abram and Chuck Hobbs met with Bill Hammond, Chairman of the Texas Workforce Commission, to discuss the placement of Texas TANF recipients in unsubsidized and subsidized employment. Preliminary data shows Full Employment's dramatic success—placing three times as many recipients in jobs as the regular TANF program. In April, Ted Abram and Chuck Hobbs briefed Texas Governor George W. Bush, III, Texas Workforce Commissioner Diane Rath, and Vance McMahan, the Governor's Policy Director, on the Full Employment Program.

**Washington**—Ted Abram and Bill Conerly met with Dick Davis and Kriss Sjoblom of the Washington Research Council and Pat Godfrey of the Washington Senate Research staff to discuss research designs for Work First, Washington's Full Employment Program.

In May, Ted Abram and Chuck Hobbs met with ex-Governor Dan Evans and members of the Washington Research Council to talk about the Full Employment Program and its potential to increase job placement in Washington.

In August, Ted Abram, Deborah Chassman, and Bill Brister met with Ralph Eannace, County Administrator, and other officials of Oneida County (Utica), New York to discuss AIFE's role in assessing Oneida County's welfare reform program and the application of Full Employment technologies for future activities.

**Multi-State**—Key staff members from the welfare departments of Delaware, Kentucky, and Arizona learned more about the Oregon JOBS-Plus Program at a two-day technology transfer workshop in Salem, OR. Two state delegations left with plans to emulate the program.

Delaware and Kentucky are now designing Full Employment programs, with guidance from Chassman-Barnhart and other AIFE team members.

### Institute for Responsible Fatherhood and Family Revitalization

AIFE has begun work, in partnership with the Institute for Responsible Fatherhood and Family Revitalization, and under a U.S. Department of Labor grant, to identify and place in employment non-custodial parents of TANF children. The goal is to make these parents (almost all fathers) responsible for their children, and to foster marriage and economic self-sufficiency among the affected families. The project is being carried out initially in six cities: Washington, D.C.; Yonkers, NY; Cleveland, OH; Milwaukee, WI; Nashville, TN; and San Diego, CA. Charles Ballard, founder and CEO of the Institute for Responsible Fatherhood and Family Revitalization, has an impressive twenty-year record of restoring fathers to their families and to self-responsibility. AIFE will apply Full Employment principles and methods to finding jobs for the participants.

# Two Who Make it Happen

**Deborah Chassman and Jo Anne Barnhart**

States and counties who turn to the American Institute for Full Employment for assistance in implementing Full Employment are quickly introduced to Deborah Chassman and Jo Anne Barnhart, two of the Institute's busiest consultants. As principals of Chassman-Barnhart Consulting, they designed the multi-state technology transfer workshop summarized on page 2 of this newsletter (see Multi-State section), and they are now helping Delaware and Kentucky to implement Full Employment pilot projects. Next, they will work with Idaho on its hard-to-place population, and assist the Texas Workforce Commission in designing and implementing policy changes to meet federal welfare reform goals.



**Deborah A. Chassman—** Before retiring from government service in 1986, Ms. Chassman served for three years as the Senior Executive Service Director of the Office of State Operations in the Office of Family Assistance, with responsibility for state systems,

quality control and corrective action, technical assistance and training, and oversight of employment and training programs for the AFDC program. Ms. Chassman previously served as Director of the Office of Policy and Evaluation, and the Office of Planning, Evaluation, and Statistical Analysis for the AFDC program; and Director of the Office of Energy Assistance.

In 1988, after one year as a fellow at the Yale University Institute for Social and Policy Studies, Ms. Chassman began her management consulting career as an employee of a large consulting firm, moving on to establish Chassman-Barnhart Consulting. As a principal, she

has assisted state, county, and federal agencies to develop and evaluate welfare policy innovations, management improvements, and revenue enhancement. Ms. Chassman has worked with the states of Arkansas, Connecticut, Delaware, Idaho, Maryland, Mississippi, Montana, Nebraska, Tennessee, Texas, Virginia, and Wisconsin; Essex County, New Jersey; San Diego County, California; the District of Columbia; and the government of Ukraine on the design and implementation of welfare reform.

**As principals of Chassman-Barnhart Consulting, Deborah Chassman and Jo Anne Barnhart designed the recent multi-state technology transfer workshop in Salem, Oregon. They are now helping Delaware and Kentucky implement Full Employment Pilot programs.**



**Jo Anne B. Barnhart—** Nominated by President Bush to be the Assistant Secretary for Family Support in the U.S. Department of Health & Human Services, Jo Anne Barnhart was confirmed by the U.S. Senate in April 1990 and served for one year. She was then appointed Assistant Secretary for Children and Families for the newly formed Adminis-

tration for Children and Families, which combined in one agency the majority of federal cash assistance and social service programs directed toward the well-being of children and families. The agency's \$30 billion annual budget funded over sixty-five programs, including AFDC, JOBS, Child Support Enforcement, the Refugee Resettlement program, Head Start, and various child care programs such as the Child Care and Development Block Grant.

Previously, Ms. Barnhart served as Associate Commissioner for Family Assistance, consulted to the White House in the Reagan administration, and was Republican Staff Director for the U.S. Senate Committee on Governmental Affairs.

# The Success of Full Employment in Oregon and Mississippi

Nearly 50,000 TANF recipients in Oregon and Mississippi have found permanent, unsubsidized employment, due in large part to the Full Employment Program developed by the American Institute for Full Employment. No longer dependent on state support and welfare department regulations, these new employees and their families are well on their way to self-sufficiency.

**Oregon**—Oregon voters first approved a six-county Full Employment demonstration project in November 1990, but it was four years before the JOBS-

Plus pilot became operational. Within a month, the welfare caseload had dropped below the traditional pattern of cyclical growth. Based on the project's initial success, Oregon applied for a federal waiver to extend JOBS-Plus to the entire state.

Today, four years later, almost 24,000 Oregonians who once would have relied on TANF and Food Stamps are employed, and the state's caseload is at its lowest level in 28 years.

**Mississippi**—Mississippi was the second state to enact Full Employment legislation. Under Mississippi's Work First program, potential TANF and Food Stamp recipients are immediately referred to job counselors, even before their eligibility is determined. Those for whom unsubsidized jobs can be found are thus diverted from the rolls, and require fewer or no welfare benefits. In the three-plus years since the program was launched, it has helped 25,000 potential TANF and Food Stamp recipients find employment.

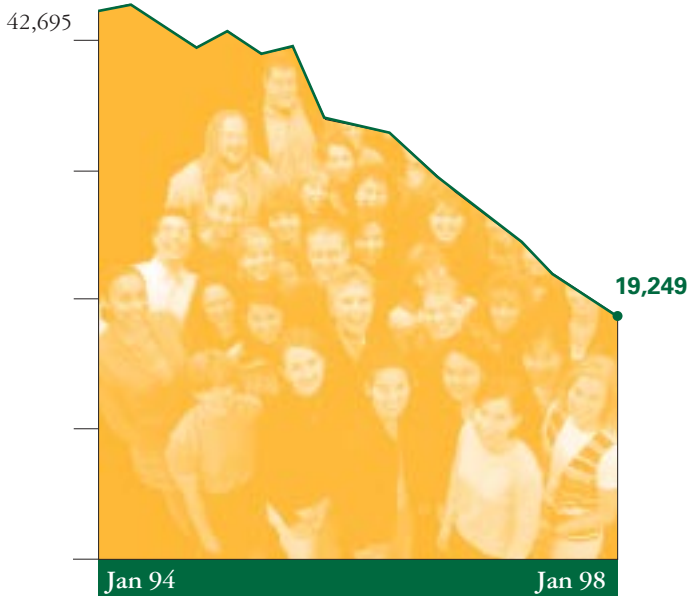
The ability to move people into work quickly is one key to the success of both these Full Employment programs. Under Full Employment, potential recipients begin getting job-search and other employment-related support the day they sign up. In Oregon, such upfront services have led to unsubsidized employment for one of every two TANF recipients within their first month on the Program.

Both Oregon's and Mississippi's programs are public-private partnerships.

## Full Employment in Oregon | Jobs Plus

### Caseload Decline 54.9%

*Includes 5,800 Child-Only Cases*



## Full Employment in Mississippi | Work First

### Caseload Decline 56.4%

*Includes 10,000 Child-Only Cases*

