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GOVERNOR RONALD REAGAN'S

WELFARE INQUIRY

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GOVERNOR RONALD REAGAN'S

WELFARE INQUIRY

Governor Ronald Reagan in August, 1970, directed Mr. Ned Hutchinson to secure an accurate picture of the welfare structure in California, to identify the problems, determine the causal factors and submit recommendations for immediate, short- and long-term improvement.

The study was to focus on three areas of administration: Federal, State and County. This report pertains to the administration of the welfare programs by the counties. The basis for the report is the data collected from the interview of approximately seven hundred fifty (750) county welfare personnel.

Specific dollar issues were forwarded to Mr. Niel Papiano's group via Mr. Hutchinson as they were identified in the field. Obvious administrative problems were verbally channeled to Mr. Hutchinson as they became apparent. These items were the foundation for the interim reports on file.

This is an interpretive report of the attached Response Summary. The author personally conducted more than one hundred fifty (150) of the formal interviews in seven of the nine sample counties and held extended discussions with twenty of the county welfare directors. The conclusions are necessarily colored by that experience and it is recommended that separate commentary be solicited from the key participants: Ned Hutchinson, John Mayfield, Jr., and Jerry Fielder.

The purpose, scope and procedure of the inquiry is set forth in the Work Plan which is included as a part of the Response Summary.

CONCLUSIONS

I. There is a broad common ground of dis-satisfaction with the present welfare system that is supported by that full spectrum of political ideologies representing those involved in the direction and administration of the system.

- a) This common ground is a large reservoir of Goodwill the Governor may draw upon as support for change.
- b) The reservoir is available so long as the director of change is cognizant of the fact that he can attain the required fiscal result by delivering his changes in the form of resolutions to the frustrations of those who do the accomplishing, the employees and administrators dealing with the welfare recipient.

II. Many of the problems of fiscal impact and public concern were created from within or by the State Department of Social Welfare.

- a) Welfare administrations grabbing for so-called free Federal dollars have instituted hasty ill-conceived programs that have ballooned state and county costs for negative result.
 1. At no point in time within the memory of anyone has the State Department of Social Welfare had a definitive statement of purpose or designated objectives to be achieved.
- b) The State Department of Social Welfare has been ostensibly administered by social philosophers and legal advocates when the real need has been for performance oriented executive management.
 1. The absence of strong leadership has allowed staff and employees of the State Department of Social Welfare to assume multiple and conflicting authorities.

III. Welfare is a problem of the magnitude that warrants the continued attention, ingenuity and energy of the top state executives.

a) The State of California must adopt an affirmative statement of purpose as to what the welfare program is and what it is to accomplish for the people of California.

IV. The California welfare program is attempting to be all things to all people and is successful at none.

a) It purports to offer segments of the population food, shelter, clothing, financial support, health care, mental care, education, job training, employment, a full range of services from pre-natal care to burial, maintaining an approximate two hundred (200) identifiable budget items for special programs or services for the living.

V. California welfare organizations have been allowed to embark upon a mission of exploiting the frailty and weakness of mankind through exhortations of his deficiencies without conscience or regard for his little achievements or his absolute need for some recognition in the eyes of his fellow man.

RECOMMENDATIONS

I. LAW REVIEW: Review those Federal statutes and administrative laws pertaining to or affecting welfare to determine exactly what is absolutely required of the State of California by Congressional enactments and what additionally is required by administrative rulings.

a) Compare the basic minimum Federally required program with the Federal participating dollar options California has accepted with the total welfare program California is attempting.

b) With this evaluation California may consider a program that meets the needs and the budget of the people of California.

II. RESTRUCTURING BASIS; In restructuring the California approach to the welfare problem, attention must be focused on why an individual needs food, shelter or clothing so that the individual is serviced by those expert in dealing with his kind of problem, be it physical or mental condition, educational deficiency, obsolete job skills, abandonment, or abuse.

a) That aid be granted only on a quid pro quo basis. The individual requiring or expecting the assistance of his fellow man must, as a condition to receiving aid, work towards a solution to the problem causing his need.

b) That welfare as it is known is the result of some problem or problems. Focus must be kept on the cause, not the effect of the problem.

III. The Governor's inquiry into the welfare system at the county level found substantial dollar waste attributable to undefined objectives clouded with complex and conflicting procedures.

a) It is therefore recommended that the Governor, in his effort to obtain for the people of California services of the highest quality at the lowest cost per unit of service, first and within his confidants develop a comparative analysis of such costs for prior administrations and comparable states for units of equal quality for every state service rendered.

b) The Governor recognizes that for California public employees to provide the greatest number of service units per employee, the employee at every level of responsibility must be provided with defined attainable and measurable individual achievements.

c) Carefully conceived and logically planned objectives become enthusiastically supported and are easily executed. Therefore, it should be mandatory that the "architects" of every program submit in detail every function required to perform the program together with the result the respective function will produce and the kind of people who will be required to perform the functions.

1. No program should be adopted unless the individual who is to direct it agrees that he can produce the desired result.
2. No program should be maintained if the desired result is not attained.

IV. It is recommended that the Human Resources Development Agency of the State of California be charged with the responsibility of providing the citizens of California information on and access to public and private services pertaining to their health and/or education and/or employment and/or subsistence. And, to provide these services to the destitute, mentally incompetent, physically handicapped and aged to the extent required to meet their essential needs.

It should be further charged with the responsibility of offering and providing financial substance to those in need, provided that those not judged mentally incompetent and/or physically incapable must, as a condition of aid, engage in such treatment, training or education that is likely to lead to employment, thereby eliminating the condition of need with the further proviso that financial aid will be continued only so long as the individual diligently and successfully seeks to improve himself towards the end of eliminating his need with an educational limit of twelve years schooling plus two years of junior college or technical training or two years of job training or retraining.

V. It is recommended that the State Department of Social Welfare be re-organized into the California Public Assistance Service with a single responsibility of referring California citizens to the appropriate private or public service with the dual authority of:

- a) Medically and mentally examining applicants seeking aid, and
- b) Assigning applicants seeking aid to the agency with the expertise necessary to service the applicant's need whether it be employment, education, training, mental or physical treatment.

Note: The receiving agency, without escaping responsibility, may, where required, have authority to obtain special assistance from other public or private agencies.

VI. It is recommended that the counties perform the referral and examination functions and continue to share a percentage of the financial burden for administration and subsistence of those they approve for aid.

VII. Recommend that the county carry the full burden of subsistence for the first thirty (30) days on new applicants pending assignment of the applicant to the appropriate agency.

VIII. Recommend that a single state agency (Department of Finance) receive from the agency responsible for the recipient, disbursement authorizations with the authorized disbursement being made by the paying agency directly to the designated payee.

- a) Concurrently monthly billings would be made to the county of residence and the Federal agencies for their respective participations.

IX. Recommend that under no circumstance would the level of subsistence be greater than 85% of the minimum Federal wage standard.

- a) Example; A single person receive \$120 per month, adult and one child or two adults, \$180 per month, add one child, \$220, plus two children, \$238 per month and \$238 be the ceiling.
- b) Pregnancy or more children in a subsistence family or group would require them to place additional children up for adoption or show cause as to how the child will be adequately cared for.
- c) Incompetents should be sterilized (if they want aid).
- d) There be no term such as a "demeaning job" or condition that would allow an individual to refuse a job because it be demeaning.

X. There be no special needs payments except those prescribed by a doctor and it would be paid out of medical or disability insurance division.

XI. As a condition of eligibility, the adult categories blind, aged, physically or mentally handicapped be required to assign all but their life estate to the State.

XII. The administration adopt a dual program of reform:

- a) Implement expedient revisions as identified by the task force that will yield immediate reduction of the rate of welfare expenditures which can be readily executed by administrative procedures.
- b) The Governor to designate a responsible capable individual who is not to be encumbered with daily operating responsibilities to develop a plan, and alternative plans, to be presented or instituted prior to the 1972 election activity.

XIII. Any and all changes of the welfare program to be scheduled with sufficient time lag for effective implementation by the counties,

XIV. Before any major change of the welfare program be adopted, special attention to be given in determining what proficiencies will be required of the people who will be responsible for the execution of the functions essential to performance.

a) That technical individuals be allowed to advance in technology or management.

b) That all persons in technology or management be required, as a condition of employment, to advance either in technical proficiency or management responsibility within prescribed periods of employment.

XV. The Governor shall adopt the rule of management by commitment so that he may have confidence that the State will do what he says it will do based upon and so long as his people do what they say they will do.

a) This is what must be done - the result desired.

b) Can you do it? When can I have the answer?

c) When will it be done?

OBSERVATION

Medi-Cal has an adverse effect upon those who might like to get off welfare. No individual is going to take a job that disqualifies him from welfare-medical benefits unless equal coverage comes with the job. (And it usually doesn't.) Particularly if a health condition put him on welfare originally.

This issue must be resolved.

CORRELATION OF DATA - Response Summary

The raw data are available for further analysis. Many of the more significant points are lost in the consolidation of the material. Generalization is the result.

The first five questions provide a profile of the interviewees and structure of the sample. Item six is a disarming question yet when reviewed indicates the complexities required to perform simple tasks.

Question seven, "What do you like most about your position" and Question #11, "How do you contribute to the purpose of the welfare program" and Question #21, "What special skills or talents are essential to the welfare profession" combine to reflect an individual who likes to be with people and either feels superior or self-righteous by being in a position that has people coming to him with their problems. If the response to #21 is indicative, no special knowledge or experience are necessary to get people off from welfare OR the State has the wrong kind of a program or the wrong kind of people administering it.

Question nine and Question #28 relate to the extent that in nine, 28% intend to get out of social work as such and 25% of those remaining expect to stand still in the same position for at least five years; in #28, there was almost no indication that any employee spent his off duty hours in an activity related to his profession.

This people problem has a visible cost of employee turnover, a quasi visible cost of disinterested employees and an invisible cost of poor quality people obtaining advancement through attrition. Fifty-seven (57) percent believe the purpose of welfare is to put cash in the hands of the recipient as seen in Question ten. Question #12 and #17 support this position and several agencies have public relations departments selling the community on the value of welfare dollars to the community.

The two dominant factors that are evidenced in questions 8, 14, 15, 16, 19, 20, 25, 26, 27, 30, 33, 35 and 38 may be summarized as follows.

- a) State regulations and procedures pertaining to welfare are vague, conflicting, excessive in quantity, and in many instances, unnecessary.
- b) Court action aside, the State Department of Social Welfare appears mentally unstable as mandates are issued, revoked, re-issued, issued subsequent to effective date of implementation, most without thought or consideration of what the intended result was to be or whether it was attainable.

Questions 13, 15, 24, 26, and 38 all desire standardization, simplification of rules and procedures, a readily attainable objective by the State Department of Social Welfare if it be properly managed.

Question 18 is interesting because 13% do not believe the welfare program does help the taxpayer and 40% were hostile to the thought that it should help the taxpayer or refused to reply.

Questions 19, 20, 23, 27, 31, and 32 all reflect the absence of effective management. The counties cannot be blamed when their direction and training comes from Sacramento. There appeared to be little knowledge of what management is. It was often confused with administrative functions or a management tool.

Questions 21 and 22 are to be considered seriously because most of the people interviewed could not identify any special skill, talent, training or education as being required or desired. Sixteen percent did consider communication skills as desirable; however, no thought was given as to what is being communicated or what is needed to evaluate it.

Question 23 is a disappointment. After listing prior and subsequent response from all levels of personnel which indirectly designated poor management as the prime culprit, few had any idea of what could be done about it. A need for, but lack of, logic and order was expressed in Questions 21, 22, and 23 but upon further questioning admitted that logic as philosophy or forensics had not been taught in California public primary or secondary schools for thirty years and was taught in very few colleges.

Questions 24, 25, and 38 which reflect the desire for change all focus on the need for evaluation and reorganization and provide support for such an effort.

Questions 31 and 32 support the comments on Question 23 as most did not have any knowledge of planning or of measuring the performance of those executing the plan.

Question 33 focuses upon the computer and its problems and the problems it causes. The State could and should provide programming and implementation support to the county converting to computer systems. The State should not allow a county to go on computer until parallel operation demonstrates its proficiency.

Question 35 has 39%, more than twice that of any other group, designating the State as the non-local government effecting the operation of the welfare program.

Question 38, "What one recommendation would you make to the Governor" supports other questions and could be used as a sales tool by the Governor.

Question 40, "Are we (the Governor's task force) on the right track" has 39% stating yes and 30% were yes but doubtful that the information would be used. The administration might plan a series of press releases inferring the use of the material to maintain support for the carefully planned changes that will be made.

ADDENDUM

The generalizations are partially offset by a direct inquiry made to all of the California County Welfare Directors. They were solicited to submit specific items they considered of major importance that they believed could be rectified by administrative procedure. The replies of the responding directors are on file in Mr. Hutchinson's office.

W O R K P L A N

Operational Analysis Questionnaire County Welfare Departments

P U R P O S E

The presumption is that the effectiveness of the operation or management of an organization is reflected in the performance of those who administer and perform the functions of the organization. The interview of this group is to identify the functions performed, what or who authorizes performance, the problems created by performance and the cause of the existence of the problems.

I N T R O D U C T I O N

- A) There has been a letter to the County Administrative Office of the selected sample counties over the signature of H.E. Hogan, Assistant General Manager of County Supervisors Association of California, advising them that Ned Hutchinson, Appointments Secretary to the Governor, was to contact them and would provide the essential information on this task force as it pertains to them.
- B) Ned Hutchinson, John Mayfield, Deputy Director of the Department of Conservation on loan for the assignment, Niel Papiano, a non-governmental, private practice Los Angeles Attorney at Law and Gene Youngreen, an independent business analyst and re-organization consultant have jointly, or in some combination met with the County Administrative Officers, County Welfare Directors and their respective associates of these selected counties to inform them of the general concern over the welfare program and convey the wish that with their help with this rather unusual grass root approach it is possible that the facts accumulated might develop the basis for effecting a modification of the existing program or a fresh approach to the solution of the problems.
- C) The County with which you are concerned has offered its cooperation with the understanding that the information gained is confidential and you are so charged.

P R O C E D U R E

Step 1 You or your group leader will contact the designated individuals (usually the County Administrative Officer and the Director of Welfare) of the participating County and inform them that you are there for the purpose of interviewing some of the staff and employees of their Welfare Department.

Step 2 After the brief pleasantries dictated by good manners and protocol ask that you be provided a payroll register or personnel directory by section of their Welfare Department so that you may select at random the individuals to be interviewed. Related information may also be found in the departmental salary requirements schedule of the County budget and in the County pay schedule ordinance.

Step 3 Request a small, private, convenient interview office for each interviewer. It is important that the interviewee feels that she or he can talk in confidence.

Step 4 Selection of Interviewees -- It is desirable that a cross section of every function be obtained as the members each may have opposite, differing or parallel view points. Each County may be structured so that a different section or department may identify with a function. This does not really concern you as you are to obtain the viewpoints from the differing vantage points.

A) Workers:

1. Eligibility and Grant; this group determines if an individual is eligible for some form of welfare payment -- case opening and on a continuing basis. If this group is divided into categorical aids select one or more from each division.
2. Budget Clerks; this group calculates the amount of the grants based upon the information provided by the eligibility worker. A small sample is adequate.
3. Social Service Worker; this group provides the welfare recipient with counsel pertaining to the recipients problem or condition. Sample percentage should approximate the Eligibility Workers with the same parameters if divided into specialized areas.

The Worker sample should not exceed 1% of the total Workers provided each category has been sampled.

B) Supervisors:

Supervisors are similar to foremen, leadermen and sub-section managers of industry. A Supervisor I usually has a four to eight person responsibility. Supervisor II is the next pay grade and may perform a similar function or one that is more specialized or remote from direct supervision. Supervisor III usually is a department manager or specialist and will be interviewed out of that category. The Supervisors as a group should be selected at random out of each of the categories or departments and where there are multiple supervisors in a department or category, limit the sample to 5% of that group.

C) Specialized Services:

If your supervisorial sample did not include this group, select on the same basis as supervisors.

D) Department Heads and Staff:

The Director of Welfare should be interviewed following the Assistant Director who should follow the department heads. You work your way to the top, even though you may be having other conversations with these individuals during your assignment. There probably will be a department head for Administration, Accounting, Program Services, Eligibility and Grants, Specialized Services and others with a Supervisor III or Supervisor IV or special rating. All or most of this group should be interviewed.

E) Others:

After you have selected the foregoing compare with the employee schedule. If the department heads or staff have broad sub-departments which you have not reached through your supervisor selection make a second random selection of one interview per department of the sub-department groups.

Step 5 Allocate the selection between interviewers. Allow one hour per interview for all but the Director, his Assistant and the key department heads. Allow two hours for this group.

Step 6 Provide the person designated by the Host Director with the list of names for scheduling. Schedule three names in reserve of your daily schedule to fill the gap for absentees and conflict. Do not give schedules in advance of the day of interviews.

Step 7 At the conclusion of a days interview, submit the questionnaire with the answers to your group leader or forward by mail as may be directed.

A S S I M I L A T I O N O F D A T A

Step 1 Transcribe answers to questionnaire.

Step 2 Segregate questionnaire answers and transfer the answers of the respective questions into the numerical category of the question.

Step 3 Review the answers to each numerical category and designate the frequency of each similar answer.

Step 4 Collect the categorical frequency sheets of each County and review and designate the frequency of answers from all Counties.

Step 5 Schedule the most frequent answer first and continue on a declining frequency basis.

Step 6 Prepare a brief of the ten most frequent items for review and analysis.

Step 7 Direct the collected data to the area of the task force concerned with the specific problems.

7

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RESPONSE SUMMARY
OF
COUNTY WELFARE INTERVIEWS

December 8, 1970

1. a) Number of interviews	768	
b) Average age of interviewee	38.6 yrs.	
c) Average number of years in the profession	7.8 yrs.	
2. Education:		
a) Average years of education of interviewees	15.8 yrs.	
b) Major field of study		
Social Sciences		46.1%
Liberal Arts		34.0%
Education		9.2%
Business		6.1%
Physical Sciences		4.6%
3. Working level of employees:		
	<u># Interviewed</u>	<u>% of Total</u>
Upper Management (directors, deputy directors)	89	11.6%
Middle Management (supervisory personnel)	212	27.6%
Social Workers	167	21.7%
Eligibility Workers	154	20.1%
Clerks and Aides	61	7.9%
Unidentified	85	11.1%
4. Job held prior to entering welfare profession:		
Fiscal and Management	137	17.8%
Social Security and Rehabilitation	132	17.2%
Clerical	135	17.6%
Student	112	14.6%
Trades	82	10.7%
Education	59	7.7%
Domestic	52	6.8%
Other	59	7.7%
5. Reason for entering profession:		
Interest in the work	340	44.3%
Needed a job	258	33.6%
Promotion	56	7.3%
Miscellaneous	114	14.8%

6. What functions do you currently perform?

May be determined from raw data

7. What do you like most about your position?

Interviewed % of Total

Client contact (likes working with people)	407	53.0%
Challenging nature of the job	150	19.5%
Administrative aspects (training, supervision)	52	6.8%
Miscellaneous	159	20.7%

8. What do you like least about your job?

Lack of flexibility and conflicting regulations	158	20.6%
Excessive paper work	119	15.5%
Excessive work load	113	14.7%
Poor organization leadership	88	11.5%
Lack of sufficient funds	63	8.2%
Miscellaneous	227	29.6%

9. At what level or where do you visualize
yourself five years from now?

Advancement in agency	287	37.4%
Out of social work entirely	194	25.3%
Same position	175	22.8%
Uncertain	112	14.6%

10. What do you believe the purpose of the
current welfare program to be?

Provide financial assistance to needy	347	45.2%
Rehabilitation	129	16.8%
Perpetuation of the poverty cycle	43	5.6%
Prevention of social revolt	29	3.8%
Miscellaneous	220	28.6%

11. How do you or your group contribute to that
purpose?

Help people cope with their problems	207	27.0%
Process paper and other support activities	134	17.4%
Determine eligibility	105	13.7%
Administrate programs	38	4.9%
Miscellaneous	285	37.1%

	<u># Interviewed</u>	<u>% of Total</u>
12. In your opinion, what should be the objective of the public assistance program?		
Provide financial assistance	324	42.2%
Rehabilitate	214	27.9%
Break the welfare cycle	26	3.4%
Miscellaneous	204	26.6%
13. What problems do you see that are created by differing grants between recipients?		
Major inequities create hostility	329	42.8%
Public relations problems	69	9.0%
No problem	51	6.6%
Minimum grants are not enough to live on	30	3.9%
Miscellaneous	289	37.6%
14. What is the specific cause of these inequities?		
Red tape and conflicting laws	188	24.5%
The State maximum law	110	14.3%
Individual circumstances of clients	68	8.9%
No reason	64	8.3%
Political issue	33	4.3%
Miscellaneous	305	39.7%
15. What do you think can be done to eliminate a specific equity problem?		
Rewrite, amend and standardize rules and regulations	164	21.4%
Establish flat grant based on cost of living	150	19.5%
Eliminate state maximum	111	14.5%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	266	34.6%
Do not believe there is an equity problem	77	10.0%
16. Generally who or what brings these problems into existence?		
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	348	45.3%
Legislature	150	19.5%
Laws, rules and regulations - (inadequate)	129	16.8%
Social Welfare administration	67	8.7%
State administration - Executive	43	5.6%
Lack of funds	31	4.0%

	<u># Interviewed</u>	<u>% of Total</u>
17. How does the function of your group help the recipient?		
Financial aid	238	31.0%
Counseling	176	22.9%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	283	36.8%
Rehabilitation	71	9.2%
18. How does the function of your group help the taxpayer?		
Expenditure control	170	22.1%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	305	39.7%
Rehabilitation to productive status	138	18.0%
No way - doesn't help or unknown	98	12.8%
Lessens anti-social behavior	57	7.4%
19. What factor (s) hinder the performance of your function?		
Working conditions. (Workload, paper work, administration, poor training, poor regulations.)	432	56.3%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	253	32.9%
Attitude of public and administration	44	5.7%
Lack of funds for recipient	39	5.1%
20. What causes these factors to exist?		
Working conditions	249	32.4%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	343	44.7%
Attitude of public and administration	76	9.9%
Politics	55	7.2%
Economic - conditions	45	5.8%
21. What special skills or talents do you believe are essential for the social welfare profession?		
Concern for people, understanding, empathy	345	44.9%
Ability or training to communicate	126	16.4%
Education - general	112	14.6%
Special knowledge	67	8.7%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	118	15.4%

	<u># Interviewed</u>	<u>% of Total</u>
22. How can these skills be developed and improved?		
Training - (on the job)	362	47.1%
Education	89	11.6%
Experience	61	7.9%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	71	9.2%
Cannot be acquired - innate	43	5.6%
Selection and screening of personnel	142	18.5%
23. How are management and administrative skills to be developed for the growing welfare profession?		
Training, education, experience	247	32.2%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	159	20.7%
Open line of communication between staff and line	76	9.9%
Improved hiring practices	44	5.7%
Exposure to the community and the clients	242	31.5%
24. If you were the county director, state director, or federal director of the welfare programs, what one change would you make in operations?		
Reevaluate and reorganize	235	30.6%
Increase staff to reduce case load	105	13.7%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	102	13.3%
Adjust or eliminate state maximum	63	8.2%
Standardize eligibility	62	8.1%
Flat grants	201	26.2%
25. What program or policy would you institute?		
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	204	26.6%
Review, reorganize and streamline the Department of Social Welfare	180	23.4%
More training for personnel and rehabilitation of clients	92	12.0%
Eliminate or increase state maximum	63	8.2%
Revise and tighten up eligibility rules	63	8.2%
Decrease case load or increase staff	166	21.6%

	<u># Interviewed</u>	<u>% of Total</u>
26. What is the most frustrating aspect of your work?		
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	136	17.7%
Inability to provide for clients needs	129	16.8%
Red tape	102	13.3%
Paper work and workload	115	15.0%
Internal problems in office and organization	86	11.2%
Rules and regulations not consistent and constantly changing	200	26.0%
27. Who or what causes it?		
Management - All levels including administration	149	19.4%
Poor system (organization)	115	15.0%
Miscellaneous (Hostile: Answer does not relate to question, no answers, etc.)	127	16.6%
Case load	66	8.6%
Paper work	51	6.6%
Laws - Rules and regulations	59	7.7%
Untrained and unqualified personnel at all levels	201	26.2%
28. How do you spend your lesiure time?		
Sports and outdoor activities	181	23.6%
Reading and education	117	15.2%
Family activities	174	22.6%
Hobbies	60	7.8%
Movies - TV - social	71	9.2%
Miscellaneous	110	14.3%
No answer	55	7.2%
29. What is the most important function you or your group performs?		
Counseling	237	30.8%
General office work	141	18.3%
Financial assistance - child support	135	17.6%
Eligibility determination	63	8.2%
Miscellaneous	192	25.0%
30. Least important (not necessarily frustrating)?		
Paperwork	247	32.2%
Clerical functions	63	8.2%
Everything is important	92	12.0%
Miscellaneous	66	8.6%
No answer	300	39.0%

	<u>#Interviewed</u>	<u>% of Total</u>
31. How do you measure the productivity of yourself or your people?		
Time and number of cases	270	35.1%
Feedback and client response	106	13.8%
Deadlines	67	8.7%
Miscellaneous	297	38.7%
Can't	28	3.6%
32. How do you plan for the effective utilization of your or your people's time?		
Priorities, schedules, assignments	311	40.5%
Time and/or number of cases	67	8.7%
Critical (no way - workload too heavy - too many variables and interruptions)	58	7.5%
Miscellaneous	269	35.0%
Don't	63	8.2%
33. What other division or operation of this agency affects the good performance of your operation?		
Clerical or computer	182	23.7%
Supervisor or management	89	11.6%
Social worker or eligibility worker	100	13.0%
Budget	71	9.2%
Critical	25	3.2%
Miscellaneous	132	17.2%
No answer	169	22.0%
34. How do they do this?		
Question apparently not understood (Too many miscellaneous answers - many critical - particularly of computer)	278	36.2%
Miscellaneous	116	15.1%
No answer	374	48.7%
35. What other governmental agencies affect the good performance of your job?		
State departments (HRD, WIN, SW, MH, Public Health)	297	38.7%
Federal (HEW, Social Security, Vet.)	75	9.8%
Miscellaneous (Courts, police, county)	127	16.5%
No answer or critical	99	12.9%
Miscellaneous	170	22.1%

	<u># Interviewed</u>	<u>% of Total</u>
36. How do they affect you?		
Scantily or not answered - many critical	256	33.3%
No effect	90	11.7%
Miscellaneous	422	54.9%
37. What specific problem should be serviced by welfare that isn't?		
Need more money and/or services	185	24.1%
Critical (none - no more - too much now)	232	30.2%
More aid to children	36	4.7%
More housing	35	4.6%
Miscellaneous	280	36.4%
38. What one recommendation would you make to the Governor?		
Reevaluate and reorganize	246	32.0%
Hostile and/or critical	62	8.1%
Separate State and Federal	37	4.8%
Miscellaneous	282	36.7%
No answer	141	18.3%
39. If you were doing my job, what other questions would you ask?		
Ask welfare workers' opinion of the Administration	122	15.9%
Ask opinions of applicants and recipients	23	29.9%
Miscellaneous	197	25.6%
No answer	426	55.5%
40. Are we on the right track?		
Yes	301	39.2%
No or skeptical as to whether it will be used	227	29.6%
Miscellaneous	54	7.0%
No answer	186	24.2%

COUNTY OF LOS ANGELES
DEPARTMENT OF PUBLIC SOCIAL SERVICES



ELLIS P. MURPHY
DIRECTOR

4900 TRIGGS STREET, P. O. BOX 22229, CITY OF COMMERCE, CALIFORNIA 90022 / TELEPHONE: (213) 268-8281

December 30, 1970

Mr. M. E. Youngreen
The Huntington Pacific - No. 124
711 Ocean Avenue
Huntington Beach, California 92646

Dear Gene:

I appreciate very much your letter of December 23. Our experience with the Governor's county welfare inquiry was very helpful to this agency and gratifying to know that a group of sincere and dedicated businessmen would devote their time to looking into some of the problems that have baffled us professionals for so long.

I hope the Governor and his top staff will give immediate attention to the many recommendations which I know the task force will be submitting. I just hope that conflicting politics, philosophies, and the pressure of other major matters, such as reapportionment, do not again sidetrack the urgent need for major welfare reform in the State.

If we have any improvement at all, it certainly will be due to efforts such as yours and the other persons who worked so hard on the task force. I hope we'll be seeing each other again from time to time.

Sincerely,

A handwritten signature in cursive script that reads "Pat".

Ellis P. Murphy, Director

EPM:nl

BUSINESS ASSISTANCE CO.

HUNTINGTON BEACH, CALIFORNIA 92646

(714) 536-6818
M. E. Youngreen

The Huntington Pacific - No. 124
711 Ocean Avenue

8 January 1971

The Honorable Ronald Reagan
Governor of the State of California
State Capitol Building
Sacramento, California 95814

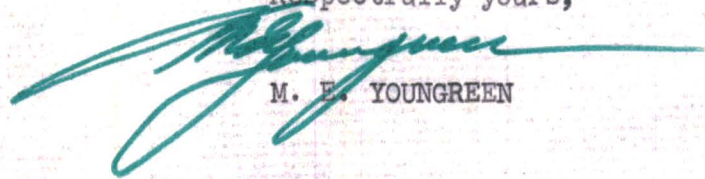
Dear Governor Reagan:

Submitted for your perusal is the report entitled "Governor Ronald Reagan's Welfare Inquiry" together with the Work Plan used to develop the information and the Response Summary which reflects the composite opinion of the county welfare employees.

It would be my pleasure to explain or expand any issue or point you believe is unclear or without sufficient detail.

The assignment was intriguing and I sincerely enjoyed working with and for the fine personnel your office so graciously provided. It will become a totally rewarding assignment when we can view a portion of the potentially attainable results.

Respectfully yours,



M. E. YOUNGREN

MEY:wa
Encs.

