

U.S. Department of Labor
Employment and Training
Administration

**Strategic Plan
Fiscal Years 1999-2004**



ETA-- A proud
partner in *America's
Workforce Network*



**United States Department of Labor
Employment and Training Administration**

**Strategic Plan
FY 1999 - FY 2004**

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Section 1: Introduction

This 1999-2004 strategic plan has been developed through an intensive and open process of consultation with national, state, and local partners, and both the process and plan fully embody the principles of continuous improvement and shared accountability. The strategic planning process will drive effective integration of workforce development services toward a streamlined, seamless One-Stop delivery system.

The new 1999-2004 plan emphasizes growth, is built on the interdependence of its partners, and reflects system thinking - not program thinking.

One of the most important outcomes of this approach to developing the strategic plan is that it will contribute to more effective and efficient functioning of the U.S. labor market, and it will drive more effective alignment of local, state and national workforce development systems.

It's All About Alignment	
C	Effective alignment will allow the use of resources for a more powerful, efficient and effective system that supports the growth of system capacity
C	Alignment will result in improved outcomes and satisfaction for the customers of the workforce investment system
C	Alignment of federal and state resources, including alignment among federal agencies, will model the integration envisioned under the Workforce Investment Act (WIA)
C	Alignment will enable the more flexible use of resources and the more effective integration of services

Mission

The Employment and Training Administration's mission is to contribute to the more efficient and

effective functioning of the U.S. labor market by providing high quality job training,

employment, labor market information, and income maintenance services primarily through state and local workforce development

systems.

Vision

We will be known by our customers and investors as a workforce investment system that provides a secure and stabilizing safety net for individuals and economies; is diverse, aligned and accountable;

effectively fosters economic growth and employment opportunities; and continues to attract new and returning customers through the value and level of services provided.

Guiding Principles

This vision will be realized through the commitment to the following guiding principles:

1. *Labor market efficiency:* Ensure that employers, educators and individuals have labor market information and services that support business growth, partial wage replacement to workers between jobs, and a labor exchange that provides the workforce needed to respond to employer requirements.
2. *Satisfied customers:* Ensure that employers and individuals are highly valued and highly satisfied with workforce development services.
3. *Stabilizing effect for individuals and the economy:* Increase the number of

individuals achieving self-sufficiency by assisting them to obtain and retain stable employment and a living wage. Increase employment and re-employment in first, new and better jobs, and, provide partial wage replacement to individuals between jobs.

4. *Administrative quality and efficiency:* Use the workforce development system's available resources in a cost-effective and efficient manner and maximize return on investment. Implement an integrated, results-oriented system that is based on the needs of customers, and continuously improves the capability of the system and its employees to deliver

- high quality services to customers.
5. *Workforce skills and jobs matched in the economy and youth assisted in their transition to the world of work:*
Assist individuals in gaining the academic, basic skills, workplace and occupational knowledge and skills required for educational advancement or continuing success in meeting the changing demands of the workplace. Assist employers in developing their workforces.
 6. *Business leadership engaged:*
Increase the number of businesses and business leaders fully engaged as partners and customers of the workforce development system.
 7. *Stakeholder participation:* Engage the full participation in the workforce development system of worker and community advocacy groups to ensure individuals' equity of access to information, services and lifelong learning opportunities.

ETA Operations

The Employment and Training Administration (ETA) operates with eight distinct national offices and ten regional hub and affiliate offices supporting the breadth of programs and services delivered to America's workers and employers.

- Office of Apprenticeship Training, Employer and Labor Services
- Office of Workforce Security
- Regional Hub and Affiliate Offices

They are the following:

- Office of the Assistant Secretary for Employment and Training
- Office of Financial & Administrative Management
- Office of Policy & Research
- Office of Technology and Information Services
- Office of Adult Services
- Office of Youth Services

In Fiscal Year 2000, the budget appropriation for the ETA totaled \$10.1 billion, of which \$9.3 billion was for discretionary program spending and \$0.8 billion for mandatory spending.

The total ETA budget appropriation for Fiscal Year 2000 was \$1.25 billion less than the total for Fiscal Year 1999 because the Welfare-to-Work Program did not receive additional funding. The Program, under a special Congressional authorization, was appropriated \$1.5 billion each year for Fiscal Years 1998 and 1999 only, and it is still operating on these funds.

The Welfare-to-Work Program aside, the ETA's budget appropriation increased by \$0.2 billion from Fiscal Year 1999 to 2000.

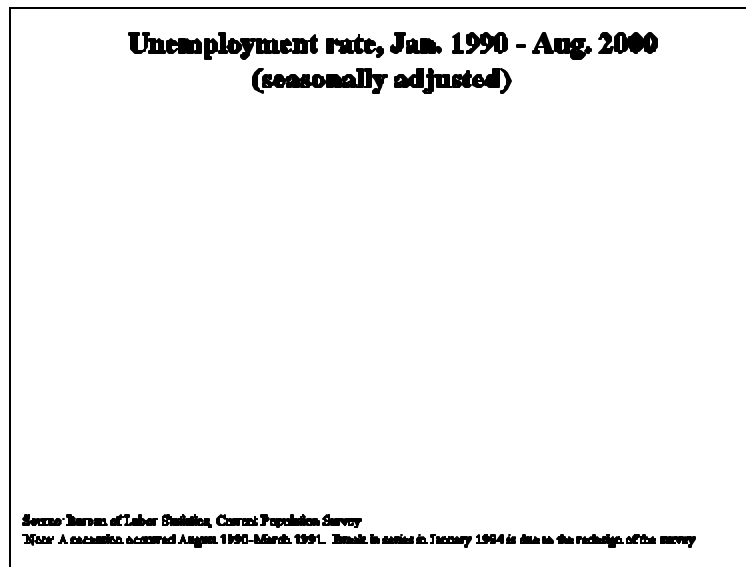
The President's budget request for Fiscal Year 2001 is \$11 billion, of which \$10.1 billion is planned for discretionary spending, and \$0.9 billion is for mandatory spending.

Section 2: Key External Factors Influencing ETA Performance

The Economy

The American economy is in better health than it has been in three decades. Twenty-two million new jobs have been created since 1993, and the unemployment rate fell to 3.9% in April 2000 (the lowest rate in 30 years), yet inflation remains moderate. Real median weekly earnings for both men and women rose during the last three years. Further, the Bureau of Labor Statistics (BLS) reports that 81% of the new jobs created from 1993 to late-1999 were in categories paying above-median wages,

and 65% were in job categories with wages in the highest-paying third of industry/ occupation categories. The overall level of occupational injuries and illness is at an all time low. The number of welfare recipients has declined by 49% since August 1996.



The first two years of this strategic plan, 1999 and 2000, coincide with the strong economy and historically low unemployment rate. However, a downturn in the economy and a resulting increase in the unemployment rate could greatly affect many of the ETA's programs.

For example, an economic downturn could slow Unemployment Insurance program improvement efforts as priority emphasis shifts to the taking and processing of increased numbers of claims. A downturn would also impact states' trust fund solvency as funds are drawn down to make higher levels of benefit payments.

Moreover, a rise in the unemployment rate and reduction in job openings could increase the number of individuals entering ETA-funded adult and youth employment and training programs while simultaneously making it more difficult for these individuals to find work and increase their earnings. This would negatively affect the agency's ability to meet its performance goals.

The state of the economy affects the registered apprenticeship program because this training program is an industry-driven training program voluntarily sponsored by joint employer and labor groups, individual employers and/or employer associations. When there is a downturn in the economy, potential or current program sponsors will not invest in or expand registered apprenticeship training, which averages

a four year span, because they want to ensure employment security for their current skilled workforce. The Office of Apprenticeship Training, Employer and Labor Services (OATELS) is responsible for the administration of the Registered National Apprenticeship System and is the registration authority for training programs and apprentices in 23 states. OATELS delegates this registration authority through its Federal-State partnership with State Apprenticeship Councils/Agencies (SACs) in 27 states, the District of Columbia, Puerto Rico and the Virgin Islands.

The Federal Government does not provide grants or other type of monetary assistance for these training programs. However, OATELS staff provide free technical consultation services in all the States to potential and current sponsors and apprentices, to its SAC partners, related instruction education providers, community based organizations and other governmental entities.

The Changing Workforce

The American workforce has undergone a dramatic transformation. Sixty percent of women 16 years and over are now in the labor force and account for 47% of America’s 140 million workers. Three-fifths of women with children under age 3 were in the labor force in 1999. While nearly three-fourths of the labor force will remain non-Hispanic white by 2008, African Americans, Hispanics, Asians and other minorities are projected to account for 59% of new workers between 1998 and 2008. The labor force will expand, albeit more slowly, but minorities and women will continue to represent an ever increasing share.

Projected Labor Force Changes by Race and Ethnicity				
Group	Level*		Percent Change	Percent of Total
	1998	2008	1998-2008	2008
Total	137,673	154,576	12.3	100.0
Black	15,982	19,101	19.5	12.4
Asian & other**	6,278	8,809	40.3	5.7
Hispanic origin	14,317	19,585	36.8	12.7
White non-Hispanic	101,767	109,216	7.3	70.7

* Data in thousands

** Group includes (1) Asians and Pacific Islanders and (2) American Indians and Alaska Natives.

Note: Data do not sum to 100% because those of Hispanic origin may be of any race.

As shown above, the labor force is becoming increasingly diverse, with the greatest percent increases in the Asian and Hispanic labor force. The age distribution of the labor force is also displayed, demonstrating that the labor force is increasingly becoming older.

Projected Labor Force Changes by Age				
Group	Level*		Percent Change	Percent of Total
	1998	2008	1998-2008	2008
Total	137,673	154,576	12.3	100.0
16 to 24 years	21,894	25,210	15.1	16.3
25 to 54 years	98,718	104,133	5.5	67.4
55 to 64 years	13,215	20,588	55.8	13.3
65 and older	3,847	4,645	20.7	3.0

* Data in thousands

The changing demographics of the United States will affect the ETA's ability to attain its goals over time. As the population ages and becomes more diverse, the workforce development system needs to remain flexible in designing and providing services that meet the needs of women, senior citizens, and individuals whose first language is not English. If the system does not address their needs appropriately, these individuals may have difficulty finding employment and gaining skills that lead to higher wages. In turn, the ETA will have difficulty achieving its targeted levels of performance.

The Changing Workplace

The nature of work is also changing. It has become increasingly dominated by service and white-collar occupations. Manufacturing employment as a share of our total workforce is projected to continue to decline in the 21st century. Small business has become an ever more vital engine of job creation; in 1998, small firms with fewer than 500 workers employed 58% of private sector workers.

Since the late 1960's, there has been a slight increase in the proportion of jobs that are part-time. Also, a growing portion of the workforce is paid for work done at home; in 1997, 3.6 million wage and salary workers – about 3.3 percent of all wage and salary workers – were paid for the work they did at home, up from 1.9 million workers in 1991.

Technology will continue to transform jobs and require better skills to do them. Wages and employment opportunities will favor those who get higher levels of education and training. For example, a Princeton University study found that workers who use computers earn 10-15% more than those whose jobs do not require them. Workers with college degrees have higher earnings today than in the early 1980's, while the earnings of those with only a high school education or less have stayed the same or fallen. The result is that while the real earnings of college graduates has increased 16%, the real earnings of high school graduates fell 8%. High school dropouts are also nearly four times more likely to be unemployed than college graduates.

The percentage of workers with private pension coverage remained static at just below 50% from the mid-1970s to the mid-1990s. The most recent survey data (Current Population Survey) indicate that the proportion with pensions has increased by nearly 3 percentage points since then. The fraction of workers with employer-sponsored health insurance declined from 76% in 1987 to 72% in 1993. Since then it has been increasing marginally each year, reaching 73% in 1998. BLS data suggest that this adverse trend in total compensation (wages, fringes, and nonpecuniary factors such as health and safety) has been particularly acute for low-skilled workers. The evidence shows that the gap between lower-paid employees and those in more highly-paid positions has widened dramatically in terms of these non-wage indices.

Technological change is likely to continue to increase the demand for skilled workers. The majority of jobs will continue to need workers who have acquired knowledge and skills via two-year colleges, vocational training, moderate to long-term on-the-job training and real work experience. While overall employment is projected to rise by 14% during the period 1998-2008, the fastest growing broad occupational category will be professional occupations (27%), followed by technical occupations, such as health and engineering technicians (22%). Occupations requiring a bachelor's degree are expected to grow by 24%, while those requiring an associate's degree will grow by 31%. The table, entitled "Occupations with the Fastest Employment Growth, 1998-2008," highlights these projections.

Occupations with the fastest employment growth, 1998-2008*				
Occupation	Employment**		Change 1998-2008	
	1998	2008	Number**	Percent
Computer engineers	299	622	323	108
Computer support specialists	429	869	439	102
Systems analysts	617	1,194	577	94
Database administrators	87	155	67	77
Desktop publishing specialists	26	44	19	73
Paralegals and legal assistants	136	220	84	62
Personal care and home health aides	746	1,179	433	58
Medical assistants	252	398	146	58
Social and human service assistants	268	410	141	53
Physician assistants	66	98	32	48

*This information was obtained through the Bureau of Labor Statistics Website: www.bls.gov.

** Numbers in thousands

The design of the Workforce Investment Act of 1998 is to test individuals first against the labor market for employment through core services before providing intensive or training services that might provide necessary skills. The workforce development system needs to be flexible when dealing with the changing labor market. At the local level, training individuals in occupations with the fastest employment growth would greatly increase the number of qualified individuals that would be placed into employment. On the other hand, a bias toward employment first might mitigate against this training. The system must also recognize that many of the occupations for which workers will be trained in the years to come do not exist today and so must be alert and prepared for changing employer needs as they evolve.

State Level Factors

In regard to the Unemployment Insurance Program, state legislatures may have a different vision for their state unemployment program or may have concern that equity, access, and solvency initiatives translate to higher taxes and therefore may not enact changes which would expand eligibility and/or benefit levels. Furthermore, significant computer failure in a state system would impact not only program improvement efforts but also basic program operations.

The Workforce Investment Act passes more control over the use of federal funds and design of the One-Stop system of services to the states. The states' decisions affect the ETA's ability to meet its performance goals.

Section 3: The Workforce Investment Act of 1998

America's Workforce Network

America's Workforce Network is the nationwide system of workforce development organizations that provide information and services to help Americans manage their careers and employers find skilled workers. The *Network* was created by Secretary of Labor Alexis Herman as the framework for the implementation of the Workforce Investment Act of 1998.

America's Workforce Network is a partnership among Federal, State and local governments, the private sector, labor organizations, educational institutions, and community- and faith-based organizations to provide the full range of workforce development services. These services range from skills training and placement services to finding and certifying qualifying employees, from income maintenance services to incentive programs for workers and employers alike, all of which are investments towards building effective local labor markets to meet the needs of the 21st century economy.

The reorganized Employment and Training Administration is part of the *Network*. The One-Stop delivery system is the core of *America's Workforce Network*; customers may access its services directly through the Internet as well. **America's Job Bank**, a critical part of the *Network*, is the world's largest source of job listings.

The *Network* includes a **Toll-Free Help Line** (877-US2-JOBS) that is available to residents of all 50 states, D.C., the Virgin Islands and Puerto Rico. This toll-free system increases worker and employer access to public workforce service information, including location of workforce service providers, unemployment claims procedures, employer-related information, and directions to DOL Internet sites, as well as state and local One-Stop Career Center web sites.

Other web-based components of *America's Workforce Network* include **America's Talent Bank** and **O*Net**. A major goal underlying the creation of the *Network* is to make every American job seeker, worker, and employer aware that the new Workforce Investment System is here, open for business, and easily accessible in person, by phone, or through the Internet.



Workforce Investment Act of 1998

The Workforce Investment Act of 1998 is the cornerstone of ETA's 1999-2004 strategic plan. The Act provides a clear vision for building a workforce investment infrastructure that is *customer-focused, business-led, community-centered*, and responsive to shifting local labor market needs. The reformed system, anchored by local One-Stop Career Centers, provides individuals with access to the support they need to find, prepare for, and keep self-sustaining employment throughout their working lives. Employers are provided with assistance in finding the skilled workers they need to be competitive in a global economy.

The goal of the Workforce Investment System is to increase the employment, retention, earnings and occupational skill attainment of participants, and, as a result –

- C improve the quality of the workforce,
- C reduce welfare dependency, and
- C enhance the productivity and competitiveness of the Nation.

The key principles underlying the legislation are:

- C Streamlining Services
- C Empowering Individuals
- C Universal Access
- C Increased Accountability
- C New Roles for Local Boards
- C State and Local Flexibility
- C Improved Youth Programs

**Successful
Reemployment
Training
System: 500,000
workers**

**Important Aspects of the New Workforce
Investment System**

**Reemployment
Services (core and
intensive)
Universe: 2.0 million
workers**

**Full Service
Universe: 3.0 million
workers**

, Local Workforce Investment Boards (WIBs), appointed by Chief Local Elected Officials, oversee operation of the One-Stop Career Center Systems. The local board is chaired by a representative from the business community, and membership includes representatives of businesses (which must be the majority), local education, labor organizations, community-based organizations, economic development agencies, all One-Stop partners (see Figure 3-1), and other entities as determined by local officials.

The WIB develops and submits a 5-year local plan; selects the local One-Stop operators; identifies eligible providers of training services, youth activities and intensive services; negotiates local performance measures; assists in developing statewide employment statistics system; ensures effective connections with employers; and coordinates activities with economic development agencies and employers.

, *One-Stop Services* available to dislocated workers and adults include core services, intensive services, training services, and discretionary activities (see Figure 3-2 for example of dislocated worker service model).

Core services include eligibility determination; outreach, intake, and orientation; initial assessment; job search and placement assistance; career counseling; employment

Figure 3-1

Required One-Stop Partners

- C Adult, Dislocated Worker, and Youth Activities under WIA
- C Employment Service
- C Adult Education under WIA
- C Post secondary Voc Ed under Perkins
- C Vocational Rehabilitation under WIA
- C Welfare-to-Work
- C Title V of Older Americans Act
- C Trade Adjustment Assistance
- C NAFTA-TAA
- C Veterans Employment and Training programs
- C Community Services Block Grant
- C HUD-Administered Employment and Training
- C Unemployment Insurance
- C Indian and Native American Programs under WIA
- C Migrant and Seasonal Farm Worker Programs under WIA

statistics; performance and cost information on training providers; and other information and assistance.

Intensive services are provided to individuals unable to obtain employment through core services and employed individuals who need intensive services to obtain or retain jobs allowing for self-sufficiency (see Figure 3-3).

One-Stop Model for Dislocated Workers Figure 3-2

- Supportive services while in training
 - Training (including TAA) to provide skills targeted to job requirements
-
- ~~Temporary partial wage replacement~~
 - Worker Profiling
 - Re-employment services
-
- America's Career Kit / One-Stops
 - Rapid Response
 - Toll-free number

Training Services are provided to eligible adults and dislocated workers unable to obtain or retain employment through intensive services. Types of training include occupational skill training, on-the-job training, skills upgrading, entrepreneurial training, job readiness training, adult education and literacy activities, and customized training for employers who commit to hiring the participants. The guiding principle for the delivery of training under the Act is customer choice.

Training is provided through the use of Individual Training Accounts (ITAs), and must be in demand occupations.

Youth Programs include formula youth programs, Youth Opportunity Areas, Job Corps, and services for youth also authorized under Native American and Migrant and Seasonal Farm worker programs. Formula youth programs target low-income youth, ages 14-21, with a barrier to employment.

Figure 3-3	
Examples of Intensive Services	
C	Comprehensive assessments of skills and service needs
C	Development of individual employment plan
C	Group counseling
C	Individual counseling and career planning
C	Case management
C	Short-term pre-vocational services

Eligible youth are provided services including tutoring, study skills training, dropout prevention counseling, alternative secondary school services, summer employment opportunities, paid and unpaid work experiences, occupational skill training and other services, including follow-up services.

, *Performance Accountability* for results is a hallmark of the new legislation. States are required to negotiate expected levels of performance with the Secretary of Labor and submit annual reports on state and local performance. The legislation sets core indicators of performance for adults, dislocated workers and youth. Customer

satisfaction indicators for both employers and participants are also required under the Act.

Varying incentives, technical assistance, and sanctions are in place (see Figure 3-4) to support states and locals in the performance accountability arena.

Critical to success of this performance accountability system is all partners of the One-Stop Career Center System sharing a common vision around outcomes that are appropriate, and providing appropriate programmatic credit to the various partners and funding streams that participate in the success of the One-Stop Career Centers.

State and local partners and stakeholders have identified as an obstacle the varying funding streams with differing ideas of appropriate outcomes for this system, and have requested that the federal partners work closely together to reduce the barriers to success that are created by the varying and sometimes conflicting policies and definitions for program outcomes and success. The Employment and Training Administration will pursue an aggressive outreach and communication role with our other federal partnering agencies to address this issue.

Our approach will encompass three principal strategies:

- C Building on the Workforce Development Performance Measures Initiative to create a common understanding of the WIA Title I core indicators (i.e. entered employment, earnings, retention, etc.) across programs for which these would

be relevant outcomes - and under GPRA to create cross-cutting goals with these partners.

- C Defining outcomes for the One-Stop system based on these common definitions.

- C Creating a culture and framework of continuous improvement and customer satisfaction through commitment to a process for learning and recognizing the achievement of these principles.

Figure 3-4

Incentives, Sanctions and Technical Assistance	
C	State failing to meet expected levels of performance can request DOL technical assistance
C	State failing for second consecutive year subject to 5% reduction in funding
C	State exceeding state-adjusted levels of performance for the Department of Education's Adult Education and Literacy programs under Title II of WIA and for its Carl D. Perkins Vocational Education receive an incentive grant up to \$3 million
C	Parallel process for setting local performance levels exists

Section 4: Management Strategies to Improve Organizational Effectiveness

Key to the ETA successfully meeting the Secretary's strategic goals, as well as its own agency-specific performance goals, is the effectiveness of the ETA as an organizational unit. The Workforce Investment Act supports that need by mandating a reorganization of the ETA to enable the agency to carry out the duties and responsibilities of the Act in an effective and efficient manner.

The ETA has further committed to enhancing its effectiveness by incorporating the tenets of the Baldrige Criteria for Performance Excellence into its operations and strategic planning processes.

ETA Reorganization

The new ETA organization focuses on enabling the ETA to use staff more effectively and to provide expert technical assistance, oversight, and customer service to state and local customers. The current ETA structure is as follows:

Workforce Investment Policy Council

The Workforce Investment Policy Council (WIPC), comprised of the executive leaders of the eight major ETA Offices, serves as a clearing house to assimilate, interpret, set and disseminate policy; ensure the effective management of strategic planning and development; and direct the resolution of and/or initiate cross-cutting issues for proactive achievement of outcomes.

Office of the Assistant Secretary-Deputy for Field Operations

The Deputy for Field Operations serves as the principal advisor to the Assistant Secretary for implementation and operation of the Workforce Investment Act, and provides leadership internally and externally on the creation of the Workforce Development System envisioned by WIA.

Office of Youth Services

The new Office of Youth Services provides comprehensive services to youth as envisioned in WIA, and provides a focal point for all youth activities within DOL, as well as other public and private organizations and groups. Included in this new Office are School-to-Work, the formula-funded programs, the Job Corps, and the Youth Opportunity Grants.

Office of Adult Services

The Office of Adult Services addresses the major requirements of WIA, the transition from the Job Training Partnership Act to WIA, and the common and unique functions of specific programs and their legislative mandates. OAS collaborates with regional staff for the alignment of strategic plans, the development of joint problem solving and decision making, and monitoring and technical assistance strategies.

Office of Apprenticeship Training, Employer and Labor Services

The new Office of Apprenticeship Training, Employer, and Labor Services (OATELS) is a consolidation of the Bureau of Apprenticeship and Training and the new responsibilities of the employer and labor liaison. OATELS engages in partnership activities both internally and externally, ensuring quality service and customer satisfaction.

Office of Workforce Security

The Office of Workforce Security (OWS) is responsible for services that are available to the “universal customer”, i.e., all labor market participants. Legislative, budget, research, and reporting functions for the unemployment insurance, and employment service programs and One-Stop system building are integrated. The new structure maintains program-specific expertise where required. Divisions of UI Operations, UI Information Technology, ES Operations, Foreign Labor Certification and performance accountability are staffed by experts in the respective program and operational areas. The office promotes continued One-Stop system building and supports the agency’s new continuous improvement strategy under WIA.

Office of Policy and Research

The Office of Policy and Research (OPR) provides the primary support within the ETA for coordinating and developing Agency-wide policy and legislation for workforce development system activities administered by the ETA.

OPR’s unique ties within the Agency and to

the WIA supports efforts intended to help ensure public accountability, improve access to and increase the quality of employment and training related services, and improve system performance. OPR continues to produce and broadly disseminate high quality customer focused information produced from research, evaluation, pilot and demonstration efforts about best practices and models to practitioners, policy makers and the general public.

Office of Technology

The Office of Technology (OT) provides a 21st Century information technology infrastructure supporting the Agency’s mission and all its business lines. OT develops the information technology strategy, provides the technical infrastructure and support for the Agency’s technology investments, and provides programming support for internal and external business systems, information technology research, as well as development functions.

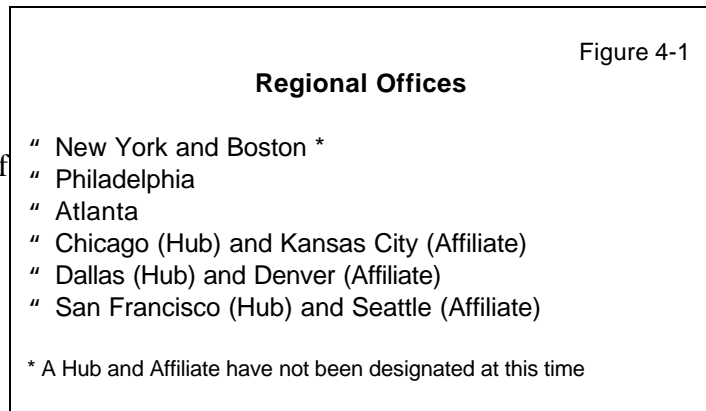
Office of Financial and Administrative Management

The new OFAM is responsible for all ETA resources for programs and activities for which funds are appropriated, and retains its previous functions of accounting, budget and financial system oversight. It also includes functions associated with administrative services and the management and coordination of the Agency’s five year strategic plan and annual performance plans and progress reports through the GPRA.

Regional Offices

The pre-existing ten regions have been consolidated into a structure of six. With four of the pre-existing regions having a lower volume of business and a smaller staff than others, the structure is revised to pair eight offices, forming four single regions consisting of a Hub and Affiliate Office. The two remaining regions remain as stand-alone regions. The resulting structure is shown in Figure 4-1. Job Corps and the Bureau of Apprenticeship and Training retain specified dedicated staffing in the National Office and Regional Offices.

front-line staff.

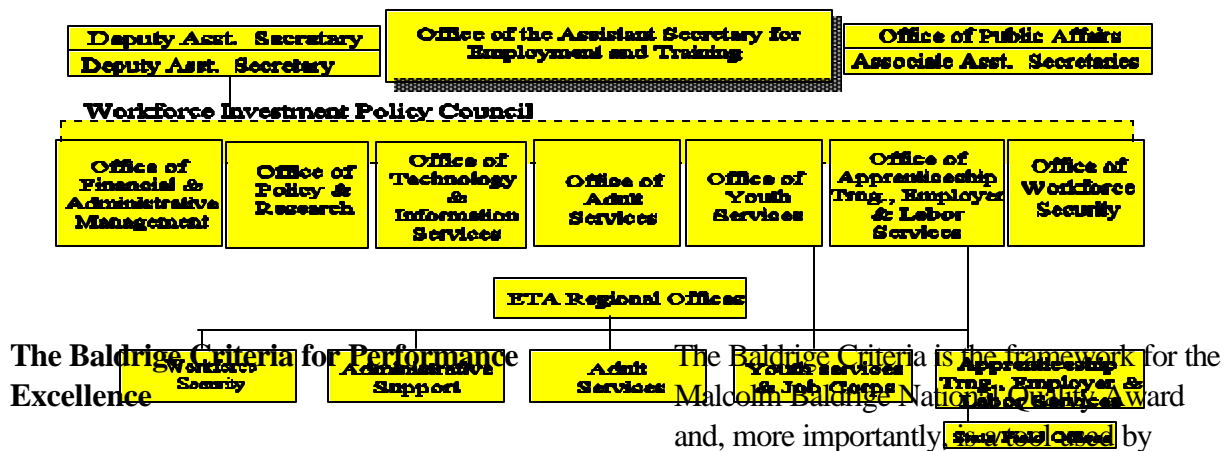


The regional restructuring provides several benefits: more staff for front-line work by pairing regions, aggregating administrative functions, and reducing resources spent on supervisors; better use of staff (i.e., not having to maintain ten regional experts for each function); greater flexibility in focusing expertise in response to new initiatives and challenges; and more consistent per-state service ratio of

Figure 4-2 illustrates the ETA in its reorganized structure as an agency committed to aligning functions and staff to carry-out its responsibilities. The structure is based upon the current FY 2001 requested staffing levels.

Figure 4-2

ETA Nationwide Reorganization Structure



thousands of U.S. organizations for improving business results and responding to ever-changing marketplaces and demands.

The Criteria are particularly relevant to the ETA, given its commitment to partnering for a results-oriented, customer-focused workforce investment system through the One-Stop career center system. Whether in a mode of strategic planning, designing the new workforce investment system, implementing service strategies, or managing performance for outcomes such as customer satisfaction or earnings gains, the seven criteria provide the opportunity of alignment to the agency.

Accordingly, the ETA is using the 1999 Malcolm Baldrige Criteria for Performance Excellence as the framework for designing its overarching strategies to accomplish its goals. The seven Baldrige Criteria are:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information and Analysis
- Human Resource Focus
- Process Management
- Business Results

Below are key strategies being employed by the ETA to create alignment and improve organizational effectiveness, organized by Baldrige Criteria:

Leadership

The Leadership Category examines how the organization's senior leaders address values and performance expectations, as well as a

focus on customers and other stakeholders, empowerment, innovation, learning and organizational directions. Also examined is how the organization addresses its responsibilities to the public and supports its key communities.

Strategy One:

ETA is in the process of reorganizing its executive level management, enhancing the capability of the agency's senior level management to guide and review the agency's performance.

Strategy Two:

ETA has created the Workforce Investment Policy Council to provide a leadership roundtable for policy creation, strategic planning, and addressing cross-cutting issues that lead to outcomes.

Strategy Three:

As part of its strategy to comply with the Clinger-Cohen Act, ETA has created an Investment Review Board (IRB) of senior executives to coordinate its Information Technology (IT) investments using continuous improvement cycles.

Strategic Planning

The Strategic Planning Category examines the

organization's strategy development process, including how the organization develops strategic objectives, action plans, and related human resource plans. Also examined are how plans are deployed and how performance is tracked.

Strategy One:

ETA is incorporating the Baldrige Criteria in its strategic planning process to more effectively develop outcome goals and align resources to accomplish those goals.

Strategy Two:

Coordination of agency strategic planning in ETA will be a shared responsibility of two offices--the offices responsible for policy and legislation and for budget and management to ensure that these related processes are effectively aligned and deployed.

Customer and Market Focus

The Customer and Market Focus Category examines how the organization determines requirements, expectations, and preferences of customers and markets. Also examined is how the organization builds relationship with customers and determines their satisfaction.

Strategy One:

America's Workforce Network is the Agency's premier strategy for marketing its services to customers. A major goal

underlying the creation of the Network is to make every American job seeker, worker, and employer aware that the new Workforce Investment System is here, open for business, and easily accessible in person, by phone, or through the Internet.

Strategy Two:

The *Business Coalition for Workforce Development* is DOL's preeminent cross-cutting strategy focused on engaging the business community as a partner in workforce investment. The organization is a joint effort led by the U.S. Chamber of Commerce, the Business Roundtable, the National Alliance of Business, the National Association of Manufacturers, and the National Association of Workforce Boards, and twenty-eight other business trade groups.

Strategy Three:

ETA has added measures of customer satisfaction to its GPRA strategic plan to enable the agency and the workforce investment system to improve its level of knowledge on the requirements, expectations, and preference of customers and markets.

Strategy Four:

ETA has developed and will be executing a customer satisfaction strategy as part of its WIA Implementation. States will report on the level of customer satisfaction for individuals and employers who receive services through the One-Stop delivery system.

Strategy Five:

ETA will form working teams to identify strategies to improve internally the way it does business to give more timely and higher quality services to its own employees and partners.

Strategy Six:

As with this strategic planning process, the ETA is committed to continued consultation processes, gathering input and feedback from stakeholders and its customers on issues of planning, design and implementation.

Information & Analysis

The Information and Analysis Category examines the organization's performance measurement system and how the organization analyzes performance data and information.

Strategy One:

ETA will utilize the World Wide Web and related technology to make performance information and data available to all of its employees, partners, and stakeholders to facilitate accurate and timely analysis of performance information and comparison of service providers.

Strategy Two:

ETA will ensure performance accountability in the new Workforce Investment System through negotiated levels of performance with states. Core measures of performance for adult and youth programs in the areas of program outcomes and customer satisfaction have been identified - and baseline data for use in managing performance is being developed.

Strategy Three:

The One-Stop Career Centers are designed to be comprehensive information brokers to employer and job-seeker customers of the system. ETA will continue its support of technological approaches through the ALMIS, O*NET, Web Site and internal intranet systems to make available labor market information, performance data on training institutions, and menus of the employment, training, and education services - for job-seekers, and labor exchange and customized training services - for employers.

Strategy Four:

ETA will invest in business analytical tools for itself and its partners to quickly and easily detect unexpected or abnormal conditions, enabling early detection of problems/issues and, hopefully, reduce time and effort for corrective actions.

Strategy Five:

ETA is addressing the issues of E-government through a broadly representative work group. A comprehensive E-government strategy is

being developed based on the vision statement drafted by the work group.

E-government is the framework for collaborative web-based services that use innovative, multiple technology, delivery mechanisms to meet the needs of the labor force, employers, and workforce investment communities. It is an evolving system that provides, through a network of partners, world class services, assuring a well prepared, secure, and competitive workforce able to meet America's current and future needs.

Human Resource Focus

The Human Resource Focus Category examines how the organization enables employees to develop and utilize their full potential, aligned with the organization's objectives. Also examined are the organization's efforts to build and maintain a work environment and an employee support climate conducive to performance excellence, full participation, and personal and organizational growth.

Strategy One:

ETA has created the Performance Enhancement Resource Center (PERC) as an Internet Web Site designed to enable staff to reach their full potential through easy access to information, communication, training, and support for continuous learning.

Strategy Two:

ETA will work in partnership with management and union representatives to create an employee development system that stresses training and lifelong learning, along with linking performance to compensation.

Strategy Three:

ETA is committed to serving as a provider and intermediary of capacity building and learning opportunities that develop the human resources of the front-line and administrative staff of the Workforce Investment System through technical assistance, products and tools, and workshops and conferences.

Process Management

The Process Management Category examines the key aspects of the organization's process management, including customer-focused design, product and service delivery, support, and supplier and partnering processes involving all work units.

Strategy One:

ETA will focus on improving its business processes and utilization of information technology to enable its employees and partners to provide more timely and quality services to customers through the implementation of a customer-driven development process.

Strategy Two:

ETA is advancing its commitment to quality through development of a new interagency leadership entity, the Workforce Excellence Network, to find ways for state and local employment and training organizations to work together to improve performance. The Network is governed by the Workforce Excellence Board that will create opportunities for staff to improve professionally, ensure that programs are providing trainees and employers with excellent service, provide technical assistance, market training systems to private employers and public officials, and conduct research and analysis aimed at continuous improvement of program performance.

Business Results

The Business Results Category examines the organization's performance and improvement in key business areas — customer satisfaction, product and service performance, financial and marketplace performance, human resource results, supplier and partner results, and operational performance. Also examined are performance levels relative to competitors.

Strategy One:

ETA will focus on business results through performance outcomes and satisfaction of system customers as the lead agency in the workforce development system's performance accountability system, using core measures, baselines for performance, and negotiated standards. Among the results to be examined are levels of satisfaction with services,

employment rates, retention in employment, wages earned, gains in earnings, and wages replaced, costs for service delivery, timeliness of payments, and reduced benefits exhaustion rates.

Strategy Two:

Through its system-wide continuous improvement strategy, organizations providing services to America's employers and employees will be given the opportunity to seek third-party certification of quality practices, processes, and outcomes as a quality organization.

Strategy Three:

The resulting continuous improvement entity will provide benchmarks for use in comparing the workforce development system to agencies within and outside of the system.

Section 5: DOL Strategic and Outcome Goals

The Department of Labor has developed three strategic goals designed to align agency and system-wide resources on addressing the needs of job-seekers, workers, families, and employers in the changing workforce environment faced with the onset of the 21st Century economy.

DOL STRATEGIC GOALS	
Goal 1	A Prepared Workforce
	<i>Enhance Opportunities for America's Workforce</i>
1.1	Increase employment, earnings and assistance
1.2	Increase the number of youth making a successful transition to work
1.3	Improve the effectiveness of information and analysis on the U.S. economy
Goal 2	A Secure Workforce
	<i>Promote the Economic Security of Workers and Families</i>
2.1	Increase compliance with worker protection laws
2.2	Protect worker benefits
2.3	Increase employment and earnings for retrained workers
Goal 3	Quality Workplaces
	<i>Foster Quality Workplaces That Are Safe, Healthy, and Fair</i>
3.1	Reduce workplace injuries, illnesses, and fatalities
3.2	Foster equal opportunity workplaces
3.3	Increase availability and effectiveness of programs that support a greater balance between work and family
3.4	Reduce exploitation of child labor and address core international labor standards issues

Section 6: ETA Strategic and Performance Goals

Responsible for an effective, results-oriented workforce development system that is valued by its customers and investors, the Employment and Training Administration is directly involved in creating strategies to achieve the Department's three Strategic Goals outlined in Section 5. This section provides specific information on ETA's strategies to address those three goals, organized by individual outcome goals that are specific to the Agency.

Shared accountability is one of the guiding principles of the Workforce Investment Act. Under this principle, statewide goals for the performance indicators stipulated in the Act have been developed through a process of negotiation between the states and the Department of Labor. The national performance goals for the WIA performance indicators represent an amalgamation of the goals negotiated with the states. In addition to those goals directly impacted by the implementation of WIA, other goals, including Job Corps, Welfare-to-Work and Labor Exchange goals are new, with baselines not yet established or with Program Year 2000 constituting the baseline year.

Also new in the area of performance goals is customer satisfaction measurement of job seeker and employer customers of the workforce investment system. ETA is continuing to work with state and local partners to establish common systems and baseline information for use throughout the workforce system in PY 2001. For measurement purposes, three standard questions will be used for both customer segments that address satisfaction with services, level of expectations met by the services, and the degree to which services compared with the ideal service offering.

STRATEGIC GOAL ONE: A Prepared Workforce

OUTCOME GOAL 1.1: Increase Employment, Earnings and Assistance

Performance Goals:

- 1.1A:** By PY 2002, 70% of individuals registered under the WIA adult program will be employed in the quarter after program exit.
- 1.1B:** By PY 2002, 80% of individuals registered under the WIA adult program will be employed in the third quarter after program exit.
- 1.1C:** By PY 2002, individuals registered under the WIA adult program who are employed in the third quarter after program exit will have increased earnings of \$3,423.
- 1.1D:** By 2004, 69% of those Welfare-to-Work (WtW) participants placed in unsubsidized employment will remain in the workforce for two consecutive quarters following the placement quarter.
- 1.1E:** By 2004, those Welfare-to-Work (WtW) participants placed in unsubsidized employment will have an average earnings increase of 9% by the second consecutive quarter following the placement quarter.
- 1.1F:** By PY 2002, 76% of job seekers registered by the Wagner-Peyser Act program will have unsubsidized jobs six months after initial entry into employment.
- 1.1G:** By PY 2002, increase by 1% the total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank (AJB) via the Internet, over the PY 1999 baseline.
- 1.1H:** By PY 2002, increase the number of new employers that register with America's Job Bank to 76,000.
- 1.1I:** By 2004, increase by 10% the number of newly registered civilian apprentices over the 1999 baseline.
- 1.1J:** By 2004, increase by 15% the number of newly registered female civilian apprentices over the 1999 baseline.
- 1.1K:** By 2004, ensure that the level of new minority civilian participation in the Registered Apprenticeship System does not drop below the FY 1999 baseline.

OUTCOME GOAL 1.1: Increase Employment, Earnings and Assistance (cont'd.)

- 1.1L:** By PY 2004, 56% of the Native Americans who exit the Indian and Native American (INA) Program will get unsubsidized jobs.
- 1.1M:** By PY 2004, 87% of the Native Americans who exit the Indian and Native American (INA) Program will have positive outcomes.
- 1.1N:** By PY 2003, 64% of the Migrant and Seasonal Farm Workers (MSFWs) who exit the MSFW Program will get unsubsidized jobs.
- 1.1O:** By PY 2003, 80% of Migrant and Seasonal Farm Workers (MSFWs) will have jobs six months after initial entry into unsubsidized employment.
- 1.1P:** By 2004, the share of Senior Community Service Employment Program (SCSEP) enrollees who are placed into unsubsidized jobs will be 26% of the number of authorized program positions.
- 1.1Q:** By PY 2002, 70% of participants will be satisfied with services received from workforce investment activities.
- 1.1R:** By PY 2002, 68% of employers will be satisfied with services received from workforce investment activities.
- 1.1S:** By 2002, increase by 5% the number of people with disabilities registered in the workforce area(s) that receive Work Incentive Grants for FY 2001.
- 1.1T:** By 2002, more than 70% of customers with disabilities registered in workforce area(s) that receive Work Incentive Grants for FY 2001 will indicate they were satisfied with services received through the One-Stop system.
- 1.1U:** By 2004, in at least 10 communities, build employer and labor networks from among WIA partner programs, resulting in more skilled workers in good jobs.
- 1.1V:** By PY 2002, the initial year of funding, at least 100 grants will be awarded and 40,000 non-custodial fathers and 40,000 working poor families enrolled in the Fathers Work-Families Win initiative.

STRATEGIES TO SUPPORT OUTCOME GOAL 1.1	
STRATEGY	PROGRAM(S) INVOLVED
1. Ensure access for all workers to universal services through the Internet and One-Stop Centers, improve integration of tools in America's Career Kit, and fund technology resources of One-Stop Centers	Adult, MSFW, INA <i>Crosscutting</i>
2. Identify new ways and strategies to provide services to all workers; focus on sharing of best practices; coordinate with non-ETA programs and agencies to identify creative approaches to service delivery; utilize PD&E	Adult, Disability, INA, MSFW, OATELS <i>Crosscutting</i>
3. Provide and support targeted technical assistance efforts, tools, and products and capacity building efforts that increase effectiveness of staff and service provider agencies to ensure new demands are met	Adult, Disability, WtW, INA, MSFW <i>Crosscutting</i>
4. Streamline systems by identifying non-legislative/regulatory barriers to integrated service delivery and increasing collaboration with complementary federal, state and local agencies and programs; amend and re-authorize legislation to simplify program barriers and strengthen outcomes for customers	Adult, WtW, SCSEP <i>Crosscutting</i>
5. Promote the information and services in the America's Workforce Network through extensive targeted outreach at community-based organizations, community colleges and public interest groups and through marketing opportunities such as the "Lifetime Learning Tax Credit"	Adult <i>Crosscutting</i>
6. Increase the opportunities available to job seekers through award of additional formula and competitive grant funds	WtW, SCSEP <i>Crosscutting</i>
7. Conduct fiscal and programmatic monitoring of all grantees on a periodic basis, and provide targeted assistance to grantees to improve performance and achieve outcome goals.	WtW <i>Crosscutting</i>

8.	Provide technical assistance to WtW competitive and formula grantees to facilitate the implementation of the WtW Amendments of 1999, which simplified the WtW eligibility requirements and increased the number of welfare recipients, low-income custodial parents, and noncustodial parents eligible for services under WtW	WtW
9.	Expand and improve the integration of WtW and welfare reform efforts with the nation's Workforce Investment system established by the Workforce Investment Act (WIA) of 1998.	WtW
10.	Increase job opportunities by disseminating information about, enlisting the support of and creating stronger relationships with the employer community through cooperative ventures with the Welfare-to-Work Partnership and other private sector organizations.	WtW, SCSEP <i>Crosscutting</i>
11.	Produce targeted technical assistance products and activities to expand the knowledge base to meet the specific needs of programs in urban and rural areas, as well as programs serving noncustodial parents, individuals with disabilities, offenders and ex-offenders, individuals with substance abuse issues, and other barriers to employment.	<i>Crosscutting</i>
12.	Continue the use of statutory waivers to remove impediments to providing higher quality services.	<i>Crosscutting</i>
13.	Develop a comprehensive Labor Exchange Performance Measurement System to provide performance information that will support optimization of the delivery of labor exchange services to employers and job seekers as part of State One-Stop delivery systems. This includes a set of labor exchange performance measures, procedures for establishing expected levels of performance, and revised data collecting and reporting procedures.	Wagner-Peyser Act
14.	Fund capacity building efforts of state agencies that will enhance the skills of front line workers in providing labor exchange services to job seekers and employers.	Wagner-Peyser Act
15.	Enter into partnerships with large multi-state employers to provide recruitment and special technical services to assist them in meeting their labor force needs.	Wagner-Peyser Act <i>Crosscutting</i>

16.	Increase use of the Work Opportunity and Welfare-to-Work (WOTC/WtW) Tax Credits as effective tools that encourage the hiring of disadvantaged job seekers by streamlining certification procedures, engaging employer participation, and promoting use of tax credits.	Wagner-Peyser Act
17.	Develop and implement new performance measures and standards under WIA that accurately reflect accomplishments	INA
18.	Be advised by the Farmworkers Advisory Committee and other partners on WIA post-implementation issues and other matters raised by the Committee.	MSFW
19.	Support development and expand use of tools to better review, analyze, and manage program and performance data for continuous improvement of programs and services.	<i>Crosscutting</i>
20.	Provide technical assistance to registered apprenticeship programs.	OATELS
21.	Promote and provide technical assistance to local, state and multi-state employers, employers' associations and unions.	SCSEP, OATELS
22.	Participate actively in and encourage stakeholders to participate in state and local workforce investment boards as well as the planning and operations of One-Stop Centers	OATELS <i>Crosscutting</i>
23.	Promote registered apprenticeship programs to Workforce Investment partners.	OATELS
24.	Improve the planning and management of the Registered Apprenticeship System	OATELS
25.	Help customers with disabilities receive the appropriate level of service by financially assisting states and local areas to continue developing infrastructure, increasing system capacity, and improving access to information and services that directly address their local customers' needs.	Work Incentive Grants
26.	Establish systematic collaboration in the workforce investment system by marketing benefits to employer and labor management groups for increased participation	OATELS

27. Build and sustain networks that encourage linkage between states, local service providers, employers, labor, union organizations, and community-based organizations	OATELS
28. Support exploration of multiple funding sources to replicate best practices and promote continuous improvement in services and their delivery	OATELS
29. Establish an administrative and management system for employer and labor services	OATELS
30. Visit and provide operational and technical assistance to Fathers Work/Families Win grantees to ensure that programs become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up.	Fathers Work/Families Win Initiative

OUTCOME GOAL 1.2: Increase the Number of Youth Making a Successful Transition to Work

Performance Goals:

- 1.2A:** By PY 2002, 53% of the 14-18 year-old youth registered under the WIA youth program will be in employment, post-secondary education, advanced training, apprenticeships, or in the military in the third quarter after program exit.
- 1.2B:** By PY 2002, 77% of the 19-21 year-old youth registered under the WIA youth program will be employed in the third quarter after program exit.
- 1.2C:** By PY 2004, 85% of Job Corps graduates will get jobs or be enrolled in education.
- 1.2D:** By PY 2004, Job Corps graduates with jobs will be employed at average hourly wages of \$8.50.
- 1.2E:** By PY 2004, 70% of Job Corps graduates will continue to be connected to a job, advanced educational program or the military six months after they obtain their first placement.
- 1.2F:** By PY 2002, 53% of 14-18 year old Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships will be retained at six months.
- 1.2G:** By PY 2002, 72% of 19-21 year old Youth Opportunity Grant participants will be employed in the third quarter after program exit.
- 1.2H:** By PY 2004, 64% of Indian and Native American (INA) youth participating in the supplemental youth services program will attain at least two goals under established program outcomes relating to basic skills, work readiness, skill attainment, entered employment and skill training.
- 1.2I:** By PY 2004, 69% of Indian and Native American (INA) youth entering the INA supplemental youth services program to obtain a secondary school diploma or its recognized equivalent (GED) will earn a secondary school diploma or GED.

STRATEGIC GOAL ONE: A Prepared Workforce

**OUTCOME GOAL 1.2: Increase the Number of Youth Making a Successful Transition to Work
(cont'd.)**

- 1.2J:** By PY 2004, 80% of youth exiting the Migrant and Seasonal Farm Worker (MSFW) Youth Program will have attained at least one basic skill.
- 1.2K:** By PY 2004, 50% of youth exiting the Migrant and Seasonal Farm Worker (MSFW) Youth Program after receiving intensive or training services are placed or retained in post-secondary education, placed or retained in other advanced training, placed or retained in qualified apprenticeships, enter military service, or are placed in a job.
- 1.2L:** By 2004, increase by 6% the number of youth (16-22 years) in registered apprenticeship programs as a path to high skills, high wages, long-term employment and careers over the 2001 baseline.
- 1.2M:** By 2004, in 40 communities, Youth Councils will build local Safe Schools/Healthy Students partnerships with business, community organizations, and schools to improve opportunities for at-risk youth, particularly out-of-school youth.
- 1.2N:** By 2004, 67% of Responsible Reintegration for Young Offenders program graduates will get jobs, re-enroll in high school, or be enrolled in post-secondary education or training.
- 1.2O:** By PY 2000, engage 2 million youth in school-to-work activities.

STRATEGIES TO SUPPORT OUTCOME GOAL 1.2	
STRATEGY	PROGRAM(S) INVOLVED
1. Collaborate with local youth providers, partners and stakeholders to establish and support strong youth councils that strategically align and leverage resources to link local youth needs and labor market needs and improve the efficiency and quality of youth services	Formula, OATELS <i>Crosscutting</i>

2.	Collaborate with local youth providers, partners and stakeholders to promote the provision of a systematic offering of comprehensive youth services that are based upon individual assessment and tailored to the age and maturity level of each individual youth	Formula <i>Crosscutting</i>
3.	Collaborate with local youth providers, partners and stakeholders to encourage and promote youth connections to the One-Stop delivery system.	Formula <i>Crosscutting</i>
4.	Collaborate with local youth providers, partners and stakeholders to invest in a performance accountability system where data from performance measurement is built into a process for continuously improving the provision of services and activities and promoting customer satisfaction.	Formula, Opportunity Grants, MSFW
5.	Provide and support targeted technical assistance efforts, tools, and products and capacity building efforts that increase effectiveness of staff and service provider agencies to ensure new demands are met	Opportunity Grants, INA, MSFW <i>Crosscutting</i>
6.	Increase employer involvement in the development of education and training strategies, occupational training programs and work-based learning sites	Job Corps
7.	Collaborate with other ETA youth programs, non-ETA federal programs, and other service providers to better coordinate services for all youth	Job Corps, INA, MSFW, OATELS <i>Crosscutting</i>
8.	Consult with program grantee partners to discuss relevant programmatic and administrative issues	INA, MSFW
9.	Complete the modernization of vocational classrooms to ensure students receive vocational training better suited to meet employers' needs and labor market demands for new occupations.	Job Corps
10.	Incorporate findings from long-term evaluation studies by Job Corps and external entities, such as OIG and GAO, to enhance program design.	Job Corps <i>Crosscutting</i>
11.	Increase students' use of technology in training, information access for jobs, or further education.	Job Corps <i>Crosscutting</i>

12.	Set up partnerships with employers to customize training and provide work-based learning sites.	Job Corps <i>Crosscutting</i>
13.	Develop Industry Councils on Centers and involve the use of labor market information to determine the training needs.	Job Corps
14.	Provide intensive technical assistance to youth opportunity grantees that address fiscal, project management, staff and core activity capacity.	Opportunity Grants
15.	Promote and market youth in the registered apprenticeship system to employers, sponsors, educational system intermediaries, school-age students and parents, WIA Youth Programs, other governmental entities and community-based organizations.	OATELS
16.	Provide consultation and technical assistance on the registered apprenticeship system to WIA Youth Programs, sponsors and educational system intermediaries.	OATELS
17.	Encourage active sponsor participation on both WIA youth boards and the Job Corps Youth Advisory Council.	OATELS
18.	Support in collaboration with the Office of Youth Development Practitioner professional apprenticeship occupation and certification.	OATELS <i>Crosscutting</i>
19.	Improve the capacity to gather and analyze accurate, consistent, timely and high-quality information in support of youth in registered apprenticeship.	OATELS <i>Crosscutting</i>
20.	Visit and provide operational and technical assistance to grantees for the Safe Schools, Healthy Students and Responsible Reintegration for Young Offenders programs to ensure that they become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up.	Safe Schools, Healthy Students; Responsible Reintegration for Young Offenders
21.	Address the transition from school to work for young people in elementary and secondary schools.	School-to-Work
22.	Place youth of working age in jobs that will provide long-term career paths.	School-to-Work
23.	Assist dropouts to return to school.	School-to-Work

24. Encourage school completion or advanced education.	School-to-Work
25. Provide job and work-related skills that will prepare youth for the rapidly changing labor market.	School-to-Work
26. Promote apprenticeship occupations as a path to high skills, high wage careers for youth, especially minorities and women, and encourage them to achieve good grades to compete for registered apprenticeship opportunities.	School-to-Work
27. Continue to find, publicize and replicate promising and effective programs for youth.	School-to-Work

STRATEGIC GOAL TWO: A Secure Workforce

OUTCOME GOAL 2.2: Protect Worker Benefits

Performance Goals:

- 2.2A:** Provide fair benefit determinations and timely benefit payments to unemployed workers. By 2004:
1. Increase to 42 the number of states meeting the minimum performance standard for quality in handling eligibility determinations with issues that must be adjudicated.
 2. Increase to 48 the number of states meeting or exceeding the minimum performance criterion that 90% of all first payments will be made within 14/21 days.
- 2.2B:** Increase employer compliance with state unemployment insurance (UI) laws by the provision of rapid and accurate service on UI tax matters. By 2004:
1. Increase to 51 the number of states meeting or exceeding the minimum performance criterion for new employer status determinations that at least 80% will be made within 90 days of quarter's end.
 2. Increase to 48 the number of states passing an employer status determination accuracy acceptance sample with no more than 6 failed cases out of 60.
- 2.2C:** Protect the integrity of employer unemployment tax contributions and reimbursements. By 2004:
1. Increase the speed of deposit of contributions into State Clearing Accounts. (Data gathered using revised measure will be analyzed and minimum criterion set for FY 2002.)
 2. Increase to 39 the number of states meeting or exceeding the minimum criterion for timely transfer of funds to the state's account in the Unemployment Trust Fund.
- 2.2D:** Promote the Federal-State UI system's economic stabilization capacity. By 2004:
1. Maintain at/increase from 39% the share of the involuntary unemployed who receive benefits (reciprocity rate).
 2. Increase to 13 the number of states with a maximum weekly benefit amount \geq 2/3rds of the state's average covered (wage replacement).
 3. Maintain at/increase from 34 the number of states with reserves \geq one year's benefits at the rate experienced during the last three recessions (solvency).
- 2.2E:** Facilitate the re-employment of UI Claimants. By 2004:
1. Increase the Entered Employment Rate (EER) of UI Claimants: OWS is exploring whether alternatives to the EER measure can be developed.
 2. Reduce the benefit exhaustion rate of UI Claimants from 32%.

OUTCOME GOAL 2.2: Protect Worker Benefits (cont'd)

Performance Goals:

- 2.2F:** Promptly review applications for foreign labor certifications to ensure that aliens admitted will not adversely affect domestic workers' wages or working conditions and send to INS for approval.
- < By 2002, reduce the average time required in the Regional Offices to process applications for permanent alien residency to 6 months.

STRATEGIES TO SUPPORT OUTCOME GOAL 2.2	
STRATEGY	PROGRAM(S) INVOLVED
1. Develop and implement improvements to UI PERFORMS (UI's performance management system) to enhance performance planning, facilitate performance achievement, and assess the effectiveness of program performance efforts through capacity building, technical assistance, best practices sharing, and other key initiatives. Initially focus on raising performance of states below performance criteria, while continuing to develop and implement processes and systems which support continuous improvement at all levels. Eventually all states should meet minimum criteria, and improvement will be reflected only in the system's collective performance.	UI
2. Explore new approaches, including increased use of technology, to increase flexibility and/or reduce burden in processing workload or in complying with requirements	UI
3. Provide leadership, technical assistance and resources to state efforts to assure the continued functioning, maintenance, upgrading and replacement of state systems over time	UI

<p>4. Engage in continuing discussions with states, employers, and claimants to improve communication, identify issues and needs, and promote input regarding structural elements of the UI programs largely under the control of the state legislatures. Attempt to advocate, facilitate, and promote state program design which achieves a balance between worker benefits and employers, based on common sense, sound research and reason. Incentives may be used to influence state action; Federal law does not permit the use of sanctions in this area</p>	<p>UI</p>
<p>5. Support state initiatives to examine, ensure and/or enhance the macroeconomic effectiveness of the Unemployment Insurance programs.</p>	<p>UI</p>
<p>6. Support and work cooperatively with state and other Federal partners' efforts to build a strong, effective workforce system and facilitate UI claimants re-employment by linking them with the re-employment services available through the system</p>	<p>UI</p>
<p>7. Support efforts to provide more effective job-finding services, thus improving the stabilizing/job-growth tradeoff, and lowering benefit exhaustions and the aggregate UI tax burden.</p>	<p>UI, ES <i>Crosscutting</i></p>
<p>8. Forge a link with the Social Security Administration to identify and implement improved processes for the verification of social security numbers in order to increase the accuracy of UI claim determinations and reduce benefit fraud</p>	<p>UI <i>Crosscutting</i></p>
<p>9. Continue to work with the Treasury, the IRS, the Small Business Administration, SSA, and BLS on the Simplified Tax and Wage Reporting System (STAWRS) to simplify tax reporting, and enhance electronic reporting in order to reduce employers' costs of submitting forms, and improve the efficiency of governmental operations</p>	<p>UI <i>Crosscutting</i></p>

<p>10. Continue to work cooperatively with ETA's Office of Inspector General (OIG) and states to reduce fraud and improve the integrity of UI tax and benefit programs through the development and implementation of improved methods for the identification of fictitious employer schemes, enhanced coordination with OIG involving investigation of potential high impact fraud cases, and prioritization of workload to maximize the cost-effective use of integrity resources</p>	<p>UI</p> <p><i>Crosscutting</i></p>
<p>11. Continue to employ the backlog reduction strategy used in 1999 and 2000 involving additional funding for overtime for staff in the ten States with largest backlogs and improved, streamlined processes.</p>	<p>Foreign Labor Certification</p>
<p>12. In 2001, OWS will phase out the two-tier certification process in which SESAs first review employers' certification applications, confirm that the employer is paying a "prevailing wage" and help advertize the opening to ensure there are no domestic applicants for the job opening. The DOL Regional Office then reviews the cases and if it determines there will be no adverse impact allows the employer to seek the alien's admission from the INS. In the streamlined process, employers will apply directly to either of two DOL Regional office sites.</p>	<p>Foreign Labor Certification</p>
<p>13. Issue a regulation in FY 2001 which permits greater use of the Reduction in Recruitment procedure which relies more on employers' previous recruitment efforts to establish the lack of available domestic workers for the positions to be filled by foreign labor.</p>	<p>Foreign Labor Certification</p>
<p>14. Seek legislation which will permit charging of fees which can be used to fund additional staff positions.</p>	<p>Foreign Labor Certification</p>
<p>15. The Regions are implementing a data system which will enable tracking and reporting the time required to complete each application. Under the old "two-tier" system only the number of cases on hand was available. The new data will enable the process to be managed not only by the number of cases on hand but also by the speed of the service being provided, permitting monitoring of overall timeliness and the identification of types of applications which require additional attention.</p>	<p>Foreign Labor Certification</p>

STRATEGIC GOAL TWO: A Secure Workforce

OUTCOME GOAL 2.3: Increase Employment and Earnings for Retrained Workers

Performance Goals:

- 2.3A:** By PY 2002, 75% of the individuals registered under the WIA dislocated worker program will be employed in the quarter after exit.
- 2.3B:** By PY 2002, 85% of the individuals registered under the WIA dislocated worker program will be employed in the third quarter after program exit.
- 2.3C:** By PY 2002, the individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit will have 92% of their pre-dislocation earnings.
- 2.3D:** By 2002, 75% of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the quarter after program exit.
- 2.3E:** By 2002, 85% of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the third quarter after program exit.
- 2.3F:** By 2002, workers dislocated in important part because of trade and who receive trade adjustment assistance benefits, who are employed in the third quarter after program exit, will earn 92% of their pre-dislocation earnings.
- 2.3G:** By PY 2002, the wages of the incumbent workers receiving training under the incumbent worker initiative will be 5% higher than their pre-program wages, when measured in the first quarter after program exit.

STRATEGIES TO SUPPORT OUTCOME GOAL 2.3

STRATEGY	PROGRAM(S) INVOLVED
1. Increase access to training and re-employment services to more dislocated workers through increased formula and discretionary emergency funds	Dislocated Worker

2.	Educate dislocated workers on services available and access points by continuing to support national toll-free telephone system	Dislocated Worker TAA <i>Crosscutting</i>
3.	Assist in development of communities' economic adjustment strategies through continued work with other federal agencies	Dislocated Worker <i>Crosscutting</i>
4.	Prevent dislocations and upgrade workers' skills by investing in technical assistance, demonstrations and other projects that include the skills shortage initiative, partnerships with the private sector, assistance to industries struggling to fill openings, and innovative incumbent worker training strategies.	Dislocated Worker <i>Crosscutting</i>
5.	Improve system capacity by sharing lessons learned with service providers of the system through conferences, technology resources, and other means available	Dislocated Worker <i>Crosscutting</i>
6.	Expand local areas' capabilities in understanding business and labor market trends. This includes gathering and sharing information on methods to forecast local job growth and decline (i.e., community strategic planning, localized labor market audits), which will help communities prevent dislocations, more effectively target their training resources, and support business growth and worker welfare.	Dislocated Worker <i>Crosscutting</i>
7.	Improve early intervention techniques to speed the delivery of readjustment services	Dislocated Worker
8.	Improve services to dislocated workers likely to exhaust UI benefits under the Worker Profiling and Reemployment Services component of the workforce system by providing re-employment services (e.g., job search workshops, counseling, referrals to suitable openings) and other needed assistance.	Dislocated Worker
9.	Ensure that dislocated workers are able to access comprehensive services through the One-Stop Center system	Dislocated Worker <i>Crosscutting</i>
10.	Continue to conduct region-based training sessions for all TAA/NAFTA-TAA state staff. These sessions provide state staff with all of the information they need to operate the Trade Act programs effectively, efficiently, and in accord with the law and the regulations. In addition, training programs at the state level will be conducted as needed to compensate for staff turnover and other changes in a particular state.	TAA/NAFTA

<p>11. Continue to promote the co-enrollment policy in the context of One-Stop service delivery methods under the Workforce Investment Act. The Trade Act programs and the Dislocated Worker program under JTPA developed a policy of co-enrolling eligible dislocated workers in both programs. This policy aimed at providing benefits and services to workers in a way that neither program could do alone.</p>	<p>TAA/NAFTA</p>
<p>12. Continue to collaborate with other Federal agencies, including Commerce, Agriculture, HUD, Treasury and SBA, as well as state and local governments, in programs for economic development and community adjustment assistance in areas affected by worker dislocations, including trade-impacted areas. These government entities work with the Community Adjustment and Investment Program (CAIP) and the North American Development Bank (NADBank), created by the implementing legislation for the North American Free Trade Agreement, to increase business investment opportunities and employment opportunities for dislocated workers.</p>	<p>TAA/NAFTA</p> <p><i>Crosscutting</i></p>
<p>13. Visit and provide operational and technical assistance to Incumbent Worker grantees to ensure that they become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up.</p>	<p>Incumbent Worker Program</p>
<p>14. Other crosscutting strategies as shown in Outcome Goal 1.1</p>	<p><i>Crosscutting</i></p>

STRATEGIC GOAL THREE: Quality Workplaces

OUTCOME GOAL 3.3: Increase Availability and Effectiveness of Programs that Support Greater Balance between Work And Family

Performance Goal:

3.3A: By 2004, the number of states with registered child care apprenticeship programs will increase to 49 and the number of newly registered child care apprentices per year will increase by 200% over the FY 1999 baseline.

STRATEGIES TO SUPPORT OUTCOME GOAL 3.3	
STRATEGY	PROGRAM(S) INVOLVED
1. Increase the availability and use of child care by (1) providing consultative and technical assistance in the maintenance and expansion of child care programs in all states, including the exchange of the most current information and best practices; (2) maintaining, improving, and sustaining collaborative relationships, including cross-cutting linkages; and (3) continuing to increase the number of new child care apprentices registered in the system.	OATELS <i>Crosscutting</i>
2. Improve the planning and management of the Registered Apprenticeship System by improving the capacity to gather and analyze accurate, consistent, timely and high-quality information in support of registered child care apprenticeship programs.	OATELS

Section 7: Consultation Process

As stated in the introduction, this 1999-2004 Employment and Training Administration Strategic Plan has been developed through an intensive and open process of consultation with national, state and local partners. Consultations have occurred throughout all phases of the plan's development, from initial drafts to the current version, and the partners have had substantial impact on the shape of the plan and on the performance goals presented. The mission, vision and guiding principles were developed jointly with state partners, and state, local and national partners have significantly influenced virtually every other part of the plan.

In early August 1999, ETA convened its key stakeholders to review the draft plan that resulted from the initial consultations described above. Stakeholders were asked the following three basic questions, which are presented below with a summary of their comments. This version of the plan attempts to address most of this feedback.

1. *Does the Plan clearly articulate the shared vision of the new Workforce Investment System, and does the Plan clearly articulate strategies for achieving the vision? How can we improve clarity?*
 - The vision does not clearly articulate a desired future state for the Workforce Investment System
 - The Plan does not fully develop the vision for the role of businesses in the new Workforce System
 - There needs to be a more explicit commitment to capacity building for workforce investment staff at the local, state and national levels of the system. Success or failure in achieving goals will depend on the skill level of our people.
 - More work needs to be done on the integration of the various programs. The deeper you get into the plan the more "siloized" it looks.

2. *Does the Plan include all major activities that you envision ETA undertaking with its state and local partners in the Workforce Investment System? What's missing?*
 - There needs to be more emphasis on the issues related to the transition from JTPA to the new Workforce Investment System
 - The Plan should be more "up-front" about the difficulties that will be encountered in building the new system
 - The system is broader than ETA, Education, HHS etc. Private sector activities are not adequately recognized.

- The focus on special populations, e.g., persons with disabilities, need to be sharpened
- There should be a greater focus on Apprenticeship

3. *In many respects, the Strategic Plan represents the Workforce Investment System to Congress, OMB, Stakeholders and the Public. Please review the Plan for its overall quality to ensure that the image communicated by the Plan is one of quality and high performance. What can we do to enhance the Plan's overall quality?*

- All groups must see themselves in the Plan
- Labor's role needs to be more clearly defined
- As is, the Business Community would not read the plan - it's a "dozer" of a document, and needs an Executive Summary
- Plan should reflect a stronger commitment to Baldrige
- Plan needs to be understood and endorsed by all professionals in the system. This cannot be a stand alone document, but should be part of a strategic planning marketing campaign for the entire system.

In addition to the large group discussion on the cross-cutting questions, the Stakeholders broke out into workgroups to provide input on the specific measures and goals. The groups were *Adult Services, Youth Services, Unemployment Insurance, and Apprenticeship Training, Employer and Labor Services*. To the extent appropriate, the workgroup recommendations have been incorporated into the goals and strategies presented in this version of the plan.

Section 8: Program Evaluation

During the FY 1999 - 2004 period, ETA will pursue an aggressive plan to enhance its investments in research and evaluation studies as part of its strategy to achieve outcome and performance goals. Program evaluations provide information for ETA to use in measuring current program effectiveness, as well as long-range performance planning, goal setting and resource allocation.

The WIA became fully effective July 1, 2000. ETA commissioned an evaluation of its implementation, which tracked progress during PY 1999 and examined the experiences of early implementing states. The evaluation will provide guidance to the workforce development system on successful WIA strategies and -- along with other planned evaluations of WIA building on issues identified during implementation -- will inform Congress and others when WIA is due for re-authorization in 2003.

ETA has long searched for the best ways to serve at-risk youth, and believes that helping the nation's most at-risk youth population get high school diplomas, acquire basic and job-specific skills, and find good-paying jobs with futures will continue to be a significant and challenging goal. In furtherance of this goal, ETA is conducting a national evaluation of the Job Corps to assess its impact on the employment-related outcomes of students. A report on short-term results at 30 months was released in February 2000 with positive findings on increasing educational attainment, positive employment and earnings impacts, and reductions in youth involvement in the criminal

justice system. Longer-term follow-up, scheduled for 48 months after eligibility determination, will be critical for drawing conclusions about impacts and cost-effectiveness of the Job Corps.

Other on-going evaluations are testing new models for serving disadvantaged youth. ETA is evaluating the Quantum Opportunity Program, which provides intensive services to predominantly minority youth in inner-city schools with high dropout rates. The evaluation of the Quantum Opportunity Program (QOP) will measure the impact of intensive services on keeping youth in school, increasing high school graduation rates, and increasing post-secondary school attendance rates. The QOP evaluation is estimated to be completed in FY 2001.

Another on-going evaluation serving disadvantaged youth concerns the replication of the successful model developed by the Center for Employment Training. The Center for Employment Training (CET) provides a combination of basic skills training that is closely tied to private sector jobs. The evaluation of the CET model will measure the impact of replicating the model on disadvantaged youths' employment and earnings. The CET model evaluation is estimated to be completed in FY 2005.

The Youth Opportunity Areas initiative is currently undergoing evaluation focusing on the initiative's impact on youth employment in targeted areas. ETA hired a contractor to begin the evaluation process in June 2000, and

the process is expected to be completed in FY 2005.

In the areas of workforce-security services available to the “universal customer” (unemployment insurance (UI), employment service, and One-Stop system building), the following research and evaluation studies have recently been completed: 1) an evaluation of the Job Search Assistance Demonstration, which is testing different ways to provide re-employment services; 2) an assessment of the implications for UI program coverage and trust fund solvency of Independent Contractors as an alternative work arrangement; and 5) an evaluation of remote claims filing (telephone and Internet) on UI operations.

Research and evaluation studies underway for workforce-security services include: 1) a study of UI Exhaustees; 2) a study of program and policy implications of variations in UI reciprocity rates across states; and 3) a cost-benefit analysis of Self-Employment Assistance as a new benefit program for UI recipients.

ETA will also continue to conduct the evaluation of Labor Exchange Services in a One-Stop environment. The evaluation will assess the effectiveness and efficiency on Labor Exchange Services. Moreover, it will lead to an understanding of the way Americans search for and find jobs, the incremental effects of the One-Stop system and the effectiveness of electronic labor exchange products. It is expected to be completed in June 2001.

Other new studies underway include: 1) evaluation of the effects of Significant Improvement Grants to eleven states to enhance re-employment services for UI

claimants; 2) a study of probable impacts of a harmonized wage code on UI revenues and benefits; 3) evaluating the implications of recent changes in welfare programs on UI, and developing a taxonomy that captures best practices among One-Stop Centers nationwide. These, along with other evaluations planned, total almost \$6 million.

The information generated through research and evaluations is a significant factor in the development of ETA's strategic plan. Specifically, evaluations contribute to the refinement of ETA's objectives and strategies. The results are also used to recommend measures to increase program effectiveness to program administrators and to the Congress. ETA budgets for program evaluations in its Research and Evaluation budget, and it also uses resources in its Pilots and Demonstrations budget and the national reserve account of the Dislocated Workers program.

Section 9: Data Capacity

Overview

ETA recognizes the need for an information technology infrastructure that meets its daily operational requirements and satisfies the data collection, validation, analysis, and information dissemination requirements that are central to GPRA. ETA has made significant progress in improving its performance measurement, but it is not yet consistent across all program areas. Challenges lie in further enhancing three key components of effective performance measurement: 1) Measurable Baselines, 2) Timely Reporting, and 3) Data Validation.

Current Program Information Systems

DOL has many performance measurement systems in place that provide reliable data that are used to: 1) establish baseline performance, 2) evaluate current performance, and 3) set goals for future performance. These include the following:

- 1) The Standardized Program Information Report (SPIR) has been used by the JTPA program to both evaluate program performance and to set future performance goals. DOL had over five years of SPIR data and has used this performance data system to establish baselines for several of our current performance goals. The 1998 enactment of WIA has required DOL to make significant changes to the SPIR data systems to reflect the new WIA core indicators of performance--especially reflecting the statutorily required use of Unemployment

Insurance wage records. ETA has the new WIA Standardized Record Data (WIASRD) which replaces the SPIR. The main source of data for performance will be wage records rather than administrative records and survey data. Data is cumulative so the data set resembles that of a transactional database rather than an outcome database system. This new system will require some developmental work in its deployment and refinement among the states as well as the development of new baselines for performance measures beginning with full implementation of the WIA program in Program Year 2000. While the WIASRD will provide information on an annual basis, key financial and performance outcome information will be provided on a quarterly basis.

- 2) The Job Corps Outcome Measurement System (OMS) is the accountability tool used to measure the performance of Job Corps contractors nationwide, and is a key component in awarding contracts. The OMS measures the performance of 118 centers including outreach and admissions (OA), performance in the area of recruiting efforts, and placement by measuring the success of contractors responsible for assisting graduates in finding employment. Data is collected that evaluates each student's progress towards the ultimate goal of finding a job that leads to long term self-sufficiency. The measures in PY 1999 OMS, as mandated by the

Workforce Investment Act (WIA), include keeping a newly recruited student in the program, helping students gain the necessary employment skills while enrolled, and placing program graduates in appropriate jobs that provide a base for their continued attachment to the labor market. Currently, Job Corps is conducting a comprehensive evaluation of OMS to ensure that the three systems promote the integration of OA, center, and placement goals, and encourages innovations and continuous improvement at the national and local levels. The results of this study will be used in shaping final policy that will include long term direction in assessing performance and for establishing reasonable goals. The recommendations are expected to complement the current OMS policy and take effect in PY 2000.

- 3) The U.S. Employment Service Program Reporting System includes data from the ETA 9002 quarterly report, by which State Employment Security Agencies report activities under the Wagner-Peyser Act that describes the outcomes of states' public labor exchange programs. States submit quarterly reports to ETA covering activities provided by the state-administered public Employment Service programs. Revision of this

system began in FY 2000 for expected deployment in PY 2001. Additional information to support the data is derived from Internet usage of America's Job Banks. In addition, data on the WOTC/WtW program includes the number and characteristics of individuals certified, and the wage rates for jobs certified.

- 4) The Unemployment Insurance Service maintains several systems that produce reliable data that are used to set goals, evaluate results and improve performance, e.g., the Workload Validation System and the Benefit Accuracy Measurement System. In CY 2000, the Department will begin implementing the new Data Validation system which will validate most data used for both workload calculations and performance measurements.
- 5) In the Office of Apprenticeship Training, Employer and Labor Services, the collection and reporting of data by State partners, the State Apprenticeship Councils (SACs), is voluntary. There are no OATELS program monies to support data collection and reporting by SACs. The Apprenticeship Information Management System (AIMS) is used to keep statistical data/reports on apprenticeship, such as the number of apprentices, minorities, and females by industry and occupation. These reports include registrations, cancellation, suspensions, completions, and reinstatements of apprentices and program information. Statistics are

updated and reported quarterly and annually. EEO compliance reviews are monitored within the system as well. An enhanced National Apprenticeship System is under development.

To facilitate the design of an enhanced Apprenticeship Information Management System, OATELS has started a project that will be approached in three phases: (1) Develop a business plan which serves as the blue print for the new system; (2) Migrate the current system to a Windows Environment to make it more user-friendly; and, (3) Redesign the current BAT Home Page to make it Web accessible and useful for external apprenticeship customers and stakeholders. These enhancements will allow the national, regional, and field staff to have greater access to generating statistical reports which will allow all to be more customer and user friendly. The new system will incorporate a tracking system that can be utilized for better time management by staff. It is projected that all three phases will be completed within the next 18 months with the BAT Web Access to be completed by the end of FY 2000 or early FY 2001. BAT is also in the process of having all Bureau services apprenticeship sponsor information accessible to the public through their web site.

- 6) The Division of Trade Adjustment Assistance (DTAA) has implemented a

performance measures and participant outcomes data system, the Trade Act Participant Report (TAPR), which is very similar to the SPIR. The DTAA system covers both the regular Trade Adjustment Assistance (TAA) program and the NAFTA Transitional Adjustment Assistance (NAFTA-TAA) program. All States are required to report on program terminees every quarter. Because the TAPR only became effective beginning with the first quarter of FY 1999, some States have been unable to completely implement the system.

However, DTAA has a TAPR report for FY 1999 which covers several thousand terminees, and can be used as baseline data for future performance goals.

Beginning in FY 2001, DTAA will implement a modified TAPR in which the outcomes data collected will match the outcomes data collected for the WIASRD system used by the dislocated worker program under WIA. The performance measures calculated from those data will also be the same as for the dislocated worker program. Because the data collected to measure outcomes will be entirely different from the present TAPR system, setting goals for FY 2001 and beyond is an uncertain process.

- 7) The Division of WtW's Internet-based cumulative quarterly financial status reporting system provides detailed information on expenditures of WtW

funds by WtW program activity, and also tracks select participant data, such as placement, retention, and earnings gains. WtW competitive grantees are also required to submit quarterly narrative reports to their Grant Officer's Technical Representative (GOTR).

Measurable Baselines

The establishment of baselines is the first step in the performance measurement process. For several of ETA's indicators, baselines have been established or are in the process of being established. However, for most indicators effected by passage of WIA, new data is currently unavailable or incomplete. Therefore, the development of baselines for these indicators will be a challenge for ETA. In FY 2000, ETA program areas affected by WIA began developing their measurement systems for strategic and performance planning purposes, including defining the measures they will use and establishing baselines for the goals identified.

Timely Reporting

For some ETA indicators, there is a time lag between the activity, data collection, and attaining the desired result. Additionally, timing of data is further complicated by GPRA's requirement to track on a fiscal year basis, while many programs produce data on a program year basis.

For example, the Standardized Program Information Reporting (SPIR) system used by the JTPA program and the replacement Workforce Investment Act Standardized Record Data (WIASRD) system provide the basis both to evaluate program performance and set future performance goals consistent with the statutory program year, July 1 through June 30. The program year was created to forward fund programs and allow for advance program planning. Accordingly, program year data are only available approximately 15 months after the fiscal year. This significant delay makes it difficult to technically meet the GPRA requirements which are based upon a fiscal year. WIA legislation did not address this program year issue, but ETA will work to develop quarterly reporting that will support useful performance analysis in the spirit of the GPRA requirements.

In addition, timeliness problems can arise when information systems must rely upon collection and reporting by external sources, such as states and localities, since collection methods may vary and the timing of data submission is not controllable by the program offices. Efforts to enhance the flow of data through electronic communication between ETA, its partners, and its customer community, may serve as a partial answer to these problems.

One example of how the agency is addressing some of these issues dealing with data from external sources is ETA's Enterprise Information and Management System. ETA is working to complete the design and implement a web-based agency-wide system which will integrate its currently fragmented program and financial reporting and tracking systems, allow for the electronic submission of data from

external sources, provide greater and more timely access to information and allow performance evaluation of programs. Ultimately, this system will allow individual program offices to access and analyze data from other ETA programs and develop more cross cutting approaches to data analysis and continuous improvement efforts. WIA final designs will cause adjustments to be made to the system, but it is anticipated that adjustments will be made in a timely manner.

Another way ETA is addressing these issues is through WIA implementation strategies. ETA staff are conducting information sharing and training sessions with state and local service delivery providers nationwide. By building the new workforce investment system together, the need for timely data should become important to all partners. ETA also plans to develop a knowledge-based web-access system of innovative WIA implementation strategies.

Strategy for Validation of Performance Measures and Indicators

ETA will continue the implementation of a data validation and quality initiative designed to improve the overall validity, reliability and timeliness of its program data. A major impetus behind this initiative has been the agency's GPRA strategic and annual performance plan endeavors. ETA's efforts to articulate quantitative GPRA outcomes have highlighted the importance of producing reliable data. These data are not only the foundation of both baselines and quantified performance targets, but the basis for informed decision making and rational performance management.

As a result, ETA will focus on validating the

accuracy of its GPRA outcomes and those agency-wide measures which support these GPRA goals. ETA is fully aware of GPRA's requirements and understands the possible fiscal consequences of not achieving its GPRA goals. Consequently, the agency will pursue a common, system-wide approach in order to promote and test ETA's GPRA data quality and accuracy. This coordinated strategy will encourage, to the extent possible, individual program offices to tailor data validation within a common framework in order to meet unique program requirements and, ultimately, will provide more accurate information which ETA can utilize to enhance its performance management decision making in support of GPRA. This strategy should also be more resource efficient, as it will eventually replace the separate validation methodologies of the different ETA program offices.

In order to effectively test program data accuracy and reliability, the agency will continue to vigorously promote data quality throughout the workforce development system. These cornerstone activities began in 1998/1999 and included: (1) developing common data definitions and common data formats; (2) delivering a consistent message concerning these definitions to the system; and (3) providing system-wide staff training, where necessary.

In 2001 through 2003, ETA will continue these important efforts and will significantly widen its focus to include several WIA partner programs administered by ETA for which GPRA goals are established. ETA has procured contractor services to assist in these efforts. This approach is similar to the method now employed for validation of UI data.

The efforts undertaken through these funded activities will result in improved confidence in data validity; expanded, updated, and more cost-efficient performance measurement system; extensive collaboration with partners and stakeholders; and increased managerial and technical consultative services to grantees and training contractors in using such information to improve program service outcomes for system customers.

This strategy of (1) Promoting Quality and (2)

Testing Accuracy will provide ETA a consistent, step-by-step method to build upon the efforts of established ETA performance initiatives and also raise the level of the agency's GPRA performance management decision making. Ultimately, these strategies will cause ETA to focus on the new workforce development system and the importance of building a data validation component in the front-end design of management information systems, to the extent possible.

Section 10: Strategic Management

ETA's continuing goal is to use information resources to assist us to achieve both program and management strategic goals. The electronic tools will enable our employees and partners to lower costs,

improve work processes and more effectively use their talents. It will also increase the availability, timeliness and usefulness of performance information critical to measuring progress in achieving our goals.

10.1 Financial Management Strategy

ETA's continuing goal will be to maintain effective financial management practices within the agency for budgeting, accounting and financial reporting that support program delivery, resource management and the

safeguarding of assets under our control. The success of our efforts will be measured primarily by the opinions of our auditors, and internal reviews completed by the agency.

Outcome Goal: *Maintain the integrity and stewardship of ETA's financial resources*

Performance goal: Either financial systems and procedures meet the "substantial compliance" standard as prescribed in the FFMIA or corrective actions are scheduled to promptly correct material weaknesses identified.

Strategies to achieve goal:

ETA's major activities include:

- Continuing the integration and improvement of accounting and financial management systems to provide more timely and useful information to end users.

- Upgrading the quality of financial management through increased investments in training of financial management professionals, and more effective recruitment strategies.
- Increasing investments in technology to improve efficiency and effectiveness of employees, including more timely processing and feedback on results of efforts.
- Providing for the orderly closeout of JTPA and effective implementation of WIA programs.

10.2 Information Technology Management Strategy

Outcome Goal: *Improve mission performance and communication through deployment of information systems which are secure, compatible, and cost-effective*

ETA's continuing goal is to use information resources to assist us to achieve both program and management strategic goals. The electronic tools will enable our employees and partners to lower costs, improve work processes and more effectively use their talents. It will also increase the availability, timeliness and usefulness of performance information critical to measuring progress in achieving our goals.

Performance goal: Complete development and deployment of the enhancement phase of the agency-wide information and management system.

Strategies to achieve goal:

- Performance and financial management reports for new legislation will be incorporated into the enhancement phase.
- Federal users and grantee/contractor partners will continue to be provided the opportunity to participate in the design of modules that apply to them.

10.3 Human Resources Management Strategy

The ETA strategy for accomplishing its missions lays out a demanding and, in some program areas, vastly different role for ETA. To meet its performance goals, ETA must grow and change along a number of mutually reinforcing dimensions including workforce recruitment and human resource

development, work organization and practices, and managing performance. Our human resource strategies must deliver a diverse workforce that is skilled in core competencies essential to new and changing demands.

Outcome goal: *Establish ETA as a model workplace*

Performance goal: Increase over FY 2000 the overall percentage of employees participating in competency-based training.

Strategies to achieve goal:

- ETA will continue to utilize the Quality Partnership and Employee Involvement Quality Improvement groups to foster increased communication of current ETA initiatives and to provide a forum for discussion of office issues.
- ETA will work to assess team leader and front line staff against recently developed competency models and develop training as needed. ETA will also work on training managers to write Individual Development Plans for staff that focus on building skills.

Appendix A: List of Acronyms

ACIN	America's Career InfoNet
AFOP	Association of Farm Worker Opportunity Programs
AHCM	Average High Cost Multiple
AJB	America's Job Bank
AIMS	Apprenticeship Information Management System
ALMIS	America's Labor Market Information System
APP	Annual Performance Plan
ATB	America's Talent Bank
AWBA	Average Weekly Benefit Amount
BAT	Bureau of Apprenticeship and Training
BLS	Bureau of Labor Statistics
CBO	Community-Based Organization
CY	Calendar Year
DOJ	Department of Justice
DOL	U.S. Department of Labor
DOT	U. S. Department of Transportation
DSS	Division of Systems Support
EB	Extended Benefits
ED	U.S. Department of Education
EER	Entered Employment Rate
ES	U.S. Employment Service
ESSI	Employment Security Systems Institute
ETA	Employment and Training Administration
EZ/EC	Empowerment Zone/Enterprise Community
FFMIA	Federal Financial Management Improvement Act
FTE	Full-time Equivalent
FY	Fiscal Year
GAO	General Accounting Office
GED	General Equivalency Diploma
GPRA	Government Performance and Results Act
HHS	U.S. Department of Health and Human Services
HUD	U.S. Department of Housing and Urban Development
ICESA	Interstate Conference of Employment Security Agencies
IRS	Internal Revenue Service
	Information Technology
JTPA	Job Training Partnership Act
LAA	Learning Anytime, Anywhere

IT

Appendix A: List of Acronyms (cont'd.)

LMI	Labor Market Information
MSFW	Migrant and Seasonal Farm Workers
NAFTA	North American Free Trade Agreement
NORCT	National Office Reorganization Consultation Team
OAS	Office of Adult Services
OATELS	Office of Apprenticeship Training, Employer and Labor Services
OFAS	Office of Financial and Administrative Services
OIG	Office of the Inspector General
OMB	Office of Management and Budget
O*NET	Occupational Information Network
OPR	Office of Policy and Research
OT	Office of Technology
OWS	Office of Workforce Security
OYO	Office of Youth Opportunities
PD&E	Pilots, Demonstrations, and Evaluations
P&F Schedule	Program and Financing Schedule
PY	Program Year
R&E	Research and Evaluation
SCSEP	Senior Community Service Employment Program
SDA	Service Delivery Area
SPIR	Standardized Program Information Report
SBA	Small Business Administration
SESA	State Employment Security Agency
SPSU	Special Program Services Unit
SSA	Social Security Administration
STW	School-to-Work
TAA	Trade Adjustment Assistance
TAG	Technical Assistance Guide
UI	Unemployment Insurance
USES	United States Employment Service
VETS	Veterans' Employment and Training Service
WANTO	Women in Apprenticeship and Nontraditional Occupations
WIA	Workforce Investment Act
WIASRD	Workforce Investment Act Standardized Record Data
WIPC	Workforce Investment Policy Council
WBA	Weekly Benefit Amount
WOTC	Work Opportunity Tax Credit
WP	Wagner-Peyser

WtW Welfare-to-Work

Appendix B

ETA PERFORMANCE GOALS

Strategic Goal One: A Prepared Workforce					
Outcome Goal: 1.1 Increase Employment, Earnings and Assistance					
Goal	Performance Goal	Indicator	Baseline	Data Source	Comment
1.1A	By PY 2002, 70% of individuals registered under the WIA adult program will be employed in the quarter after program exit.	Percent of adults registered under the WIA adult program who are employed in the quarter after program exit.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	
1.1B	By PY 2002, 80% of individuals registered under the WIA adult program will be employed in the third quarter after program exit.	Percent of adults registered under the WIA adult program employed in the third quarter after program exit.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	

1.1C	By PY 2002, individuals registered under the WIA adult program who are employed in the third quarter after program exit will have increased earnings of \$3,423.	Increased earnings for individuals registered under the WIA adult program and employed in the third quarter after program exit.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	
1.1D	By 2004, 69% of those Welfare-to-Work (WtW) participants placed in unsubsidized employment will remain in the workforce for two consecutive quarters following the placement quarter.	Percent of participants placed in unsubsidized employment remaining in the workforce for six months (two consecutive quarters following placement).	The baseline for this performance measure will be FY 2000.	WtW Quarterly Financial Status Report.	This performance goal assumes that the WtW program will receive the two-year extension to spend funds requested in the Administration's FY 2001 budget proposal, which would extend the WtW program from 9/30/02 to 9/30/04. In the case that the program is not extended and ends in 2002, the performance goal will be revised appropriately.
1.1E	By 2004, those Welfare-to-Work (WtW) participants placed in unsubsidized employment will have an average earnings increase of 9% by the second consecutive quarter following the placement quarter.	Average earnings increase for WtW participants in the second consecutive quarter following placement in unsubsidized employment.	The baseline for this performance measure will be FY 2000.	WtW Quarterly Financial Status Report.	This performance goal assumes that the WtW program will receive the two-year extension to spend funds requested in the Administration's FY 2001 budget proposal, which would extend the WtW program from 9/30/02 to 9/30/04. In the case that the program is not extended and ends in 2002, the performance goal will be revised appropriately.

1.1F	By PY 2002, 76% of job seekers registered by the Wagner-Peyser Act program will have unsubsidized jobs six months after initial entry into employment.	Percent of registered job seekers served by the Wagner-Peyser program that have unsubsidized jobs six months after initial entry into employment.	New Goal. FY 2001 (PY 2001) is the baseline.	State reports and UI wage records.	The proposed Labor Exchange Performance Measurement System would contain a measure to capture this data. DOL expects to implement this new measurement system during FY 2001 (PY 2001). The goal may be revised based on the initial collection of baseline data.
1.1G	By PY 2002, increase by 1% the total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank (AJB) via the Internet, over the PY 1999 baseline.	The total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank.	Baseline will be FY 2000 (PY 1999) data.	State reports.	
1.1H	By PY 2002, increase the number of new employers that register with America's Job Bank to 76,000.	Employers registering to list jobs with America's Job Bank.	Baseline will be PY 1999 data.	America's Job Bank Service Center.	An employer registers by completing the protocol for regularly placing job orders on America's Job Bank.
1.1I	By 2004, increase by 10% the number of newly registered civilian apprentices over the 1999 baseline.	Percent increase in newly registered apprentices over the 1999 baseline.	The 1999 baseline was 109,251 newly registered apprentices.	Apprenticeship Information Management System (AIMS).	
1.1J	By 2004, increase by 15% the number of newly registered female civilian apprentices over the 1999 baseline.	Percent increase in newly registered female civilian apprentices over the 1999 baseline.	The 1999 baseline was 7,551 newly registered female apprentices.	Apprenticeship Information Management System (AIMS)	

1.1K	By 2004, ensure that the level of new minority civilian participation in the Registered Apprenticeship System does not drop below the FY 1999 baseline.	Percentage of newly registered civilian apprentices in the Registered Apprenticeship System that is new minority civilian apprentices.	The FY 1999 new minority civilian participation rate was 24.7%.	Apprenticeship Information Management System (AIMS)	
1.1L	By PY 2004, 56% of the Native Americans who exit the Indian and Native American (INA) Program will get unsubsidized jobs.	Percent of Native Americans in unsubsidized employment upon exit from the INA Program.	Baseline is JTPA, 53.8% entered employment rate.	Grantee Records.	
1.1M	By PY 2004, 87% of the Native Americans who exit the Indian and Native American (INA) Program will have positive outcomes.	Percent of Native Americans with positive outcomes upon exit from the INA Program.	Baseline (JTPA Positive Termination Rate of 84%) is based on analysis of current data.	Grantee Records.	“Positive Outcomes” is a general term used to indicate the successful completion of planned WIA section 166 program activities, whether it involves obtaining unsubsidized employment, completing a work experience assignment, or attaining a training or education certificate or diploma.
1.1N	By PY 2003, 64% of the Migrant and Seasonal Farm Workers (MSFWs) who exit the MSFW Program will get unsubsidized jobs.	Percent of Migrant and Seasonal Farm Workers in unsubsidized employment upon exit from the MSFW Program	The goal of 64% was set in consideration of WIA implementation, especially the One-Stop partnerships to be developed.	Grantee Records (through SPIR or SPIR-like data).	Minimally acceptable performance is set at 80% of planned goal.
1.1O	By PY 2003, 80% of Migrant and Seasonal Farm Workers (MSFWs) will have jobs six months after initial entry into unsubsidized employment.	Percent of individuals employed in unsubsidized jobs six months after initial entry into employment.	The goal of 80% was set in consideration of the new six month retention rate requirement.	Grantee Records (through SPIR or SPIR-like data) and/or UI Wage Data as it becomes available.	Minimally acceptable performance is 80% of planned goal.

1.1P	By 2004, the share of Senior Community Service Employment Program (SCSEP) enrollees who are placed into unsubsidized jobs will be 26% of the number of authorized program positions.	Ratio of number of SCSEP enrollees placed compared to the number of authorized positions.	Baseline is based on FY 1997 SCSEP enrollee unsubsidized employment rate of 20%.	SCSEP reporting system.	The SCSEP is a community service program. Important unsubsidized employment is not the primary objective of the program. It should be noted that the current performance level for unsubsidized employment is higher than the projected measure as a result of an unusually good economy. A downturn in the economy and/or proposed changes in the legislation may result in fewer unsubsidized placements. Current versions of the proposed legislation have established 20% as the unsubsidized placement level and added other non-employment performance measures.
1.1Q	By PY 2002, 70% of participants will be satisfied with services received from workforce investment activities.	Participant customer satisfaction.	The goal was based upon limited grantee experience gathering participant customer satisfaction information, including pilot projects.	WIA state reports.	The indicator is an index of participant customer satisfaction based upon three questions that will be asked of a sample of WIA program exiters. The index is based upon the American Customer Satisfaction Index.

1.1R	By PY 2002, 68% of employers will be satisfied with services received from workforce investment activities.	Employer customer satisfaction.	The goal was based upon limited grantee experience gathering participant customer satisfaction information, including pilot projects.	WIA state reports.	The indicator is an index of employer customer satisfaction based upon three questions that will be asked of a sample of employers using WIA program exiters. The index is based upon the American Customer Satisfaction Index.
1.1S	By 2002, increase by 5% the number of people with disabilities registered in the workforce area(s) that receive Work Incentive Grants for FY 2001.	Number of people with disabilities registered under Title I and Wagner-Peyser programs in Work Incentive Grant workforce areas.	New Goal. The baseline is to be established using PY 2000 WIA data. The baseline will be the number of people with disabilities, as of the beginning of FY 2001 (10/1/00), registered in the workforce area(s) that receive Work Incentive Grants.	WIA data from state and/or local areas receiving Work Incentive Grants.	The WIG program is directed to systemic change for people with disabilities obtaining services under WIA. Therefore, the strategic goals are established based upon the extent to which the One-Stop delivery system in the workforce areas which receive grants increases the percent of people with disabilities served and these individuals feel satisfied with the services received.

1.1T	By 2002, more than 70% of customers with disabilities registered in workforce area(s) that receive Work Incentive Grants for FY 2001 will indicate they were satisfied with services received through the One-Stop system.	Number of people with disabilities registered under Title I and Wagner-Peyser programs who complete customer satisfaction surveys in Work Incentive Grant workforce areas and indicate they were satisfied with services received through the One-Stop system.	New Goal. The goal was based upon limited grantee experience gathering participant customer satisfaction information, including pilot projects.	Customer satisfaction survey to be conducted in state and/or local areas receiving Work Incentive Grants.	The WIG program is directed to systemic change for people with disabilities obtaining services under the WIA. Therefore, the strategic goals are established based upon the extent to which the One-Stop delivery system in the workforce areas which receive grants increases the percent of people with disabilities served and these individuals feel satisfied with the services received.
1.1U	By 2004, in at least 10 communities, build employer and labor networks from among WIA partner programs, resulting in more skilled workers in good jobs.	The number of communities in which employer and labor networks have been established.	New activity. Baseline will be established in FY 2001.	Pending inventory of employer/labor groups nationwide. Data source and baseline will stem from results of inventory.	The purpose of the networks is to bring together employer and labor constituencies from among the WIA partner programs so that employers and labor will more broadly understand and better utilize the workforce investment system. Baseline changed from FY 2000 to provide for full implementation of ETA reorganization nationwide.
1.1V	By PY 2002, the initial year of funding, at least 100 grants will be awarded and 40,000 non-custodial fathers and 40,000 working poor families enrolled in the Fathers Work-Families Win initiative.	Grants awarded and persons enrolled	There is no baseline since this is a new initiative for which funding is being requested in the FY 2002 budget. The FY 2001 budget request for this initiative was not granted.	Grantee reporting.	This output goal is for PY 2002, the initial year of operation. Outcome goals will be proposed in subsequent years.

Strategic Goal One: A Prepared Workforce

Outcome Goal: 1.2 Increase the Number of Youth Making a Successful Transition to Work

Goal	Performance Goal	Indicator	Baseline	Data Source	Comment
1.2A	By PY 2002, 53% of the 14-18 year-old youth registered under the WIA youth program will be in employment, post-secondary education, advanced training, apprenticeships, or in the military in the third quarter after program exit.	Percent of exiters that are in employment, post-secondary education, advanced training, apprenticeships, or in the military six months after initial placement.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	

1.2B	By PY 2002, 77% of the 19-21 year-old youth registered under the WIA youth program will be employed in the third quarter after program exit.	Percent of youth aged 19-21 employed six months after initial placement.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	
1.2C	By PY 2004, 85% of Job Corps graduates will get jobs or be enrolled in education.	Percent of Job Corps graduates with jobs or enrolled in education.	The PY 1999 baseline was 88%.	Job Corps Data Center.	Baseline is PY 1999 data.
1.2D	By PY 2004, Job Corps graduates with jobs will be employed at average hourly wages of \$8.50.	Average hourly wages for employed Job Corps graduates.	The PY 1999 baseline was \$7.49.	Job Corps Data Center.	Job Corps has introduced the Graduate definition, effective 7/99.
1.2E	By PY 2004, 70% of Job Corps graduates will continue to be connected to a job, advanced educational program or the military six months after they obtain their first placement.	Percent of terminees connected to a job, advanced educational program, or the military six months after initial placement.	The baseline will be established in PY 2000.	Job Corps Data Center.	New data elements reflecting six-month retention collected beginning 7/1/99, the beginning of PY 2000. PY 2000 will be the baseline.
1.2F	By PY 2002, 53% of 14-18 year old Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships will be retained at six months.	Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships retained at six months.	The baseline for this program will be established in PY 2000.	Grantee reports.	The PY 2002 goal for the Youth Opportunity Grants is consistent with the goal for the formula youth program.

1.2G	By PY 2002, 72% of 19-21 year old Youth Opportunity Grant participants will be employed in the third quarter after program exit.	Percent of 19-21 year old Youth Opportunity Grant participants employed in the third quarter after program exit.	The baseline for this program will be established in PY 2000.	Grant reports.	The PY 2002 goal for the Youth Opportunity Grants is consistent with the goal for the formula youth program, but the goal is slightly lower than the formula program to reflect the severe barriers facing older youth in Youth Opportunity Grant communities.
1.2H	By PY 2004, 64% of Indian and Native American (INA) youth participating in the supplemental youth services program will attain at least two goals under established program outcomes relating to basic skills, work readiness, skill attainment, entered employment and skill training.	Percent of INA youth participants that attained at least two goals under established program activities.	No prior program data available. Baseline based on analysis of available information.	Grantee reports	Baseline will be reviewed at the completion of Program Year 2000.
1.2I	By PY 2004, 69% of Indian and Native American (INA) youth entering the INA supplemental youth services program to obtain a secondary school diploma or its recognized equivalent (GED) will earn a secondary school diploma or GED.	Percent of INA youth entering the INA supplemental youth services program to obtain a secondary school diploma or GED that earn a secondary school diploma or GED.	No prior program data available. Baseline is based on analysis of available information.	Grantee Records.	
1.2J	By PY 2004, 80% of youth exiting the Migrant and Seasonal Farm Worker (MSFW) Youth Program will have attained at least one basic skill.	Percent of MSFW youth that attained at least one basic skill upon program exit.	No prior program data available. Baseline is based on analysis of available information.	Grantee Records (through SPIR or SPIR-like data)	

1.2K	By PY 2004, 50% of youth exiting the Migrant and Seasonal Farm Worker (MSFW) Youth Program after receiving intensive or training services are placed or retained in post-secondary education, placed or retained in other advanced training, placed or retained in qualified apprenticeships, enter military service, or are placed in a job.	Percent of MSFW youth that were placed or retained in post secondary education or advanced training, were placed or retained in qualified apprenticeships, entered military service, or were placed in a job after exiting the program.	No prior program data available. Baseline is based on analysis of available information.	Grantee Records (through SPIR or SPIR-like data)	This goal targets youth 14-21 years of age with a focus on in-school youth. Minimally acceptable performance is set at 80% of planned goal.
1.2L	By 2004, increase by 6% the number of youth (16-22 years) in registered apprenticeship programs as a path to high skills, high wages, long-term employment and careers over the 2001 baseline.	Percent increase in the number of youth (16-22 years) in registered apprenticeship programs as a path to high skills, high wages, long term employment and careers over the FY 2001 baseline	Baseline to be established by the end of Fiscal Year 2001.	Apprenticeship Information and Management System (AIMS)	Goal was revised from increase in the number of school-to-apprenticeship educational activities to reflect outcomes rather than outputs. Baseline year was revised from FY 2000.
1.2M	By 2004, in 40 communities, Youth Councils will build local Safe Schools/Healthy Students partnerships with business, community organizations, and schools to improve opportunities for at-risk youth, particularly out-of-school youth.	Number of partnerships created.	The Department of Labor's involvement in this initiative is new. FY 2001 will constitute the baseline year for this measure.	Project reports and documentation from local grantees.	This is a competitively-awarded system-building initiative. Currently administered by the Departments of Justice, Education, and HHS, DOL will join this multi-agency initiative. The purpose is to promote healthy childhood development and to prevent school violence and alcohol and drug abuse through a community-wide approach.

1.2N	By 2004, 67% of Responsible Reintegration for Young Offenders program graduates will get jobs, re-enroll in high school, or be enrolled in post-secondary education or training.	Percentage of program graduates who obtain placement in employment or enrollment in high school or post-secondary education or training.	This is a new initiative. FY 2001 will constitute the baseline year for this measure.	Youthful Offender Program Management Information System.	Youthful offenders are a particularly difficult population to serve. Also, most employers do not readily hire individuals with criminal records. The President's White House Council on Youth Violence is developing a performance measure to be used by all departments participating in the grant initiative.
1.2O	By PY 2000, engage 2 million youth in school-to-work activities.	Number of in school youth actively involved in school-to-work activities.	700,000 students were involved in school-to-work classes in which traditional academic subjects are complemented by career-related instruction (Progress Measures reported by 27 States through June 1996)	Five-year School-to-Work national evaluation and program measures reported annually by participating states.	<p>Data collection begins in October of each year for the school year that ends the previous June. Collection of data can take until December. Allowing for a period of analysis, the data are provided to the National School-to-Work Office the following Summer.</p> <p>This is the first report that represents activities in all 50 States. The report for FY 1999 (reflecting data for PY 1997) contained data from only the first 38 States that received School-to-Work Implementation Grants.</p> <p>The sunset of the School-to-Work Act and the end of Federal funding are scheduled to occur in September 2001.</p>

Strategic Goal Two: A Secure Workforce

Outcome Goal: 2.2 Protect Worker Benefits

Goal	Performance Goal	Indicator	Baseline	Data Source	Comment
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<p>2.2A</p>	<p>Provide fair benefit determinations and timely benefit payments to unemployed workers. By 2004:</p> <p>1. Increase to 42 the number of states meeting the minimum performance standard for quality in handling eligibility determinations with issues that must be adjudicated.</p> <p>2. Increase to 48 the number of states meeting or exceeding the minimum performance criterion that 90% of all first payments will be made within 14/21 days.</p>	<p><i>1. Benefit adjudication speed:</i> 78% of Separation Issues will be made within 21 days of detection (31 states meet minimum criterion). 76% of Nonseparation Issues will be made within 14 days of detection (29 states meet minimum criterion).</p> <p><i>2. Benefit adjudication quality:</i> 75% of all nonmonetary adjudications score > 80 points using standard review instrument (31 states meet minimum criterion).</p> <p><i>3. Payment timeliness:</i> 92% of intrastate 1st Payments will be made within 14/21 days (50 states meet minimum criterion). 81% of interstate 1st Payments will be made within 14/21 days (50 states meet minimum criterion).</p> <p><i>4. Appeal decision timeliness:</i> 71% Lower Authority Appeals decided within 30 days (51 states meet minimum criterion). 65% Higher Authority Appeals decided within 45 days (48 states meet minimum criterion).</p> <p><i>5. Appeal decision quality:</i> 93% of cases scored > 85% of potential points using standard review instrument (49 states meet minimum).</p>	<p>FY1999:</p> <p>1. Benefit adjudication quality: 20 states meet the minimum criteria: nationally, 71% of all nonmonetary adjudications scored > 80 points using the standard review instrument</p> <p>2. Payment timeliness: 46 states met the minimum criterion; nationally, 90% of intrastate 1st payments were made within 14/21 days.</p>	<p>Benefit adjudication quality: ETA 9056. Payment timeliness: ETA 9050.</p>	<p>The ETA 9050 report is not yet validated but the Department plans to validate it as part of the UI Data Validation system. That system will also validate the universe from which the samples are based. Some of the data on the ETA 9056 report are validated in the course of the quarterly quality review process.</p>
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<p>2.2B</p>	<p>Increase employer compliance with state unemployment insurance (UI) laws by the provision of rapid and accurate service on UI tax matters. By 2004:</p> <ol style="list-style-type: none"> 1. Increase to 51 the number of states meeting or exceeding the minimum performance criterion for new employer status determinations that at least 80% will be made within 90 days of quarter's end. 2. Increase to 48 the number of states passing an employer status determination accuracy acceptance sample with no more than 6 failed cases out of 60. 	<p><i>1. Employer status determination timeliness</i> The # of states meeting or exceeding the minimum criterion that 60% of New Employer status be made within 90 days of the end of the quarter in which liability begins.</p> <p><i>2. Employer status determinations accuracy</i> The # of states passing, with no more than 6 failed cases, the annual review of a 60-case acceptance sample using a standard multi-part instrument to determine accuracy.</p>	<p>Fiscal Year 1999</p> <ol style="list-style-type: none"> 1. 47 states met the criterion for status determination timeliness: nationally, 79% of New Employer status determinations were made within 60 days. 2. 23 states passed Employer status determinations accuracy acceptance sample (1998 data, latest available). 	<p><i>Employer status determination speed:</i> ETA 581</p> <p><i>Employer status determinations accuracy:</i> Acceptance Sample reports</p>	<p>At present, the status determination data on the <i>ETA 581</i> report are not validated. The UI Data Validation program will validate the entire report. To help ensure validity of <i>acceptance sample</i> results, Regional Office staff annually review a sample of completed cases for adherence to handbook guidelines and coding; every fourth year this is done by a federal multi-regional team.</p>
<p>2.2C</p>	<p>Protect the integrity of employer unemployment tax contributions and reimbursements. By 2004:</p> <ol style="list-style-type: none"> 1. Increase the speed of deposit of contributions into State Clearing Accounts. (Data gathered using revised measure will be analyzed and minimum criterion set for FY 2002.) 2. Increase to 39 the number of states meeting or exceeding the minimum criterion for timely transfer of funds to the state's account in the Unemployment Trust Fund. 	<p><i>1. Timeliness of Deposit to Clearing Accounts</i> The # of states meeting or exceeding a minimum % of \$ in contributions deposited into Clearing Account within 3 days of receipt. Minimum criterion to be set.</p> <p><i>2. Timeliness of transfer of funds: State Clearing Account to Unemployment Trust Fund (UTF)</i> The # of states meeting or exceeding the minimum criterion that deposits be in the Clearing Account \leq 2.0 days before transfer to UTF.</p>	<p>Fiscal Year 1999</p> <ol style="list-style-type: none"> 1. <i>Timeliness of Deposit:</i> Data not available 2. <i>Timeliness of transfer of funds:</i> 29 states met minimum criterion; nationally, 2.3 days of funds were on hand before transfer to the UTF 	<p><i>Timeliness of deposit:</i> Special survey and report (state data gathering methods under development)</p> <p><i>Timeliness of transfer of funds:</i> ETA 8414. States' reporting is being reviewed.</p>	<p>The data from which these measures are taken are not validated. Both are under review by ETA to ensure consistency of methodology and/or reporting.</p>

<p>2.2D</p>	<p>Promote the Federal-State UI system's economic stabilization capacity. By 2004:</p> <ol style="list-style-type: none"> 1. Maintain at/increase from 39% the share of the involuntary unemployed who receive benefits (reciprocity rate). 2. Increase to 13 the number of states with a maximum weekly benefit amount \geq 2/3rds of the state's average covered (wage replacement). 3. Maintain at/increase from 34 the number of states with reserves \geq one year's benefits at the rate experienced during the last three recessions (solvency). 	<ol style="list-style-type: none"> 1. <i>Reciprocity Rate</i> The ratio of the U.S. average weeks of UI benefits claimed to average weeks of total unemployment measured by the Current Population Survey. 2. <i>Wage Replacement</i> The # of states whose maximum weekly benefit amount is \geq 2/3rds the state's Average Weekly Covered Wage 3. <i>Reserve Adequacy/Solvency</i> The # of states with an Average High-Cost Multiple (AHCM) \geq 1.0 (i.e., reserves of at least one year's payments at the average yearly rate of benefits paid in the 3 previous recession years). 4. <i>Fairness of Taxes Paid</i> The median state Experience-rating index (ERI), the % of benefits paid in the state which are effectively charged back to employers causing the unemployment. 	<p>Fiscal Year 1999</p> <ol style="list-style-type: none"> 1. <i>Reciprocity Rate</i> UI benefits were claimed for 38.7% of weeks of total unemployment 2. <i>Wage Replacement</i> 10 states had Maximum Benefit Amount of \geq 2/3 Average Covered Wage 3. <i>Solvency</i> 34 states had AHCM's at least 1.0. The national average AHCM was 0.94. (Preliminary estimates.) 4. <i>Experience-rating index</i> Median ERI value of states reporting, 61%. (FY1998, latest data) 	<p><i>Reciprocity Rate:</i> UI weeks claimed data, ETA 5159; total unemployed in the U.S., Current Population Survey (Bureau of Labor Statistics)</p> <p><i>Wage Replacement:</i> State UI laws</p> <p><i>AHCM:</i> all balance, benefit payment, wage & tax collection data are reported on the ETA 2112 or the ES 202 report</p> <p><i>Experience-rating index:</i> ETA 204 Report.</p>	<p>The <i>ETA 5159</i> data on weeks claimed are validated through UI's Workload Validation system. Data on the <i>ETA 204</i> report are not validated.</p> <p>Data on the <i>ETA 2112</i> report are considered highly valid and are regularly checked as part of general ledger balancing. The <i>ES 202</i> data are based on data submitted by contributory employers as part of their quarterly contribution reports. States subject the underlying data to various computer edits and use BLS designed programs to prepare the data tapes submitted to BLS.</p>
<p>2.2E</p>	<p>Facilitate the re-employment of UI Claimants. By 2004:</p> <ol style="list-style-type: none"> 1. Increase the Entered Employment Rate (EER) of UI Claimants: OWS is exploring whether alternatives to the EER measure can be developed. 2. Reduce the benefit exhaustion rate of UI Claimants from 32%. 	<ol style="list-style-type: none"> 1. <i>Percentage of UI Claimants reemployed</i> Entered Employment Rate—UI will use common measure being developed for all WIA activities 2. <i>Benefit exhaustion rate of UI Claimants</i> U.S. total # of claimants receiving final payments as % of # of claimants receiving first payments 6 months earlier 	<p>Fiscal Year 1999</p> <ol style="list-style-type: none"> 1. <i>Percentage of UI Claimants reemployed</i> Entered Employment rate: Data Not Available 2. <i>Benefit exhaustion rate of UI claimants:</i> Nationally, 32% of claimants exhausted benefits in FY 1999 	<p><i>Entered Employment Rate:</i> Under development as a WIA core measure. It will be computed from UI wage records.</p> <p><i>Benefit Exhaustion Rate:</i> ETA 5159</p>	<p>At present, the entered employment rate is under development. The <i>ETA 5159</i> data on payments are not validated yet. The business cycle dominates both <i>entered employment</i> and <i>UI benefit exhaustion rates</i>. Using unadjusted rates to identify improvement due to UI program efforts must assume that economic conditions remain stable.</p>

2.2F	<p>Promptly review applications for foreign labor certifications to ensure that aliens admitted will not adversely affect domestic workers' wages or working conditions and send to INS for approval.</p> <ul style="list-style-type: none"> Reduce the average time required in the Regional Offices to process applications for permanent alien residency to 6 months. 	Average time (in months) the Regional Office takes to process an application	24 months (FY 1999); estimated figure	Regional Office Foreign Labor Certification data system, being implemented in early FY 2001	At present, SESAs first process applications for permanent alien certification to ensure absence of adverse impact; ETA Regional Offices complete the review, then they go to INS. SESAs do not report processing times. Starting in FY 2001, Regional Offices do entire review of applications. The new Regional data system will enable tracking of processing times and age of unprocessed cases.
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Strategic Goal Two: A Secure Workforce

Outcome Goal: 2.3 Increase Employment and Earnings for Retrained Workers

Goal	Performance Goal	Indicator	Baseline	Data Source	Comment
2.3A	By PY 2002, 75% of the individuals registered under the WIA dislocated worker program will be employed in the quarter after exit.	Percentage of individuals registered under the WIA dislocated worker program who are employed in the quarter after exit.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	

2.3B	By PY 2002, 85% of the individuals registered under the WIA dislocated worker program will be employed in the third quarter after program exit.	Percentage of individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	
2.3C	By PY 2002, the individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit will have 92% of their pre-dislocation earnings.	Percentage, on average, of pre-dislocation earnings earned by individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit.	New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.	Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.	
2.3D	By 2002, 75% of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the quarter after program exit.	Percent of workers dislocated as a result of trade who are employed upon termination of their trade adjustment assistance benefits.	New Goal. FY 2001 will constitute the baseline year for this measure.	TAPR (Trade Adjustment Performance Report).	Beginning in FY 2001, the TAA/NAFTA program's performance measures will be revised to conform to WIA and align more closely with the dislocated worker goals. These new goals are based upon a weighted average of negotiated levels of performance for all States.

2.3E	By 2002, 85% of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the third quarter after program exit.	Workers dislocated as a result of trade who are employed in the third quarter after program exit.	New Goal. FY 2001 will constitute the baseline year for this measure.	TAPR (Trade Adjustment Performance Report).	Beginning in FY 2001, the TAA/NAFTA program's performance measures will be revised to conform to WIA and align more closely with the dislocated worker goals. These new goals are based upon a weighted average of negotiated levels of performance for all States.
2.3F	By 2002, workers dislocated in important part because of trade and who receive trade adjustment assistance benefits, who are employed in the third quarter after program exit, will earn 92% of their pre-dislocation earnings.	The percentage of pre-dislocation earnings for those employed in the third quarter after program exit for workers dislocated as a result of trade.	New Goal. FY 2001 will constitute the baseline year for this measure.	TAPR (Trade Adjustment Performance Report).	Beginning in FY 2001, the TAA/NAFTA program's performance measures will be revised to conform to WIA and align more closely with the dislocated worker goals. These new goals are based upon a weighted average of negotiated levels of performance for all States.
2.3G	By PY 2002, the wages of the incumbent workers receiving training under the incumbent worker initiative will be 5% higher than their pre-program wages, when measured in the first quarter after program exit.	Percentage, on average, of pre-program wages earned by individuals registered under the incumbent worker program in the first quarter after program exit.	New Goal. FY 2001 will constitute the baseline year for this measure.	Grantee records.	This program provides incumbent workers new skills to allow job retention and wage advancement and to improve employers' competitiveness.

Strategic Goal Three: Quality Workplaces

Outcome Goal: 3.3 Increase Availability and Effectiveness of Programs that Support Greater Balance between Work and Family

Goal	Performance Goal	Indicator	Baseline	Data Source	Comment
3.3A	By 2004, the number of states with registered child care apprenticeship programs will increase to 49 and the number of newly registered child care apprentices per year will increase by 200% over the FY 1999 baseline.	Number of states with apprenticeship programs for child care providers and the percent increase in newly registered child care apprentices.	At the end of FY 1999, 29 states had child care apprenticeship programs. In FY 1999, the number of child care apprentices increased from 1,914 to 2,116 (202 new apprentices).	Apprenticeship Information Management System (AIMS).	

Appendix C: Relationship Between Goals in the Annual Performance Plan and the Strategic Plan

The Employment and Training Administration's Strategic Plan includes outcome goals which encompass all major agency program components and are linked to the overarching goals and priorities established by the Secretary. The ETA's Annual Performance Plan includes key performance goals and measures (intermediate outcomes) from each major program component. These goals and measures will reflect the individual program's contribution toward achieving the Secretary's goals. Each Annual Performance Plan will accompany and be linked to each year's agency budget submission and will be tracked at the agency level to monitor progress toward achievement of goals and ultimately, results.

To provide the detail linking specific program activities and initiatives to the strategic goals listed in this Strategic Plan, the Annual Performance Plan, with the performance measures/indicators, will recognize the broad outcomes of ETA's programs while setting objective and measurable targets for its strategic goals.

Thus, appropriate indicators and numeric targets will indicate progress toward ETA's strategic goals. The ETA has developed its own performance goals, linked to the Department's Annual Performance Plan and Strategic Plan. These performance goals may change over time. For example, if a goal is met and sustained, ETA may shift its measures to address emerging challenges. Furthermore, ETA may realize that there are better measures of performance than it first selected.

Annual performance indicators and goals will account for the span of time between intervention and results. By the nature of ETA's programs, many outcomes occur beyond the year of funding. For example, grant programs reach into the future. ETA's measures will balance a near term and long term view, while reflecting to the greatest extent possible resources expended.

ETA does not work alone. Performance goals will be developed with an appreciation for ETA's partners. Partnerships with other federal agencies, states and localities, businesses, community-based organizations and public interest groups are the essence of many programs. Performance goals in such programs will be developed within this context.

In short, annual performance indicators and goals will reflect a high-level, cross-cutting view of the ETA. Section 9, Data Capacity, describes ETA's approach to collecting data needed to measure performance against strategic goals.