

Business Relations Group

Status Report

Capacity Building

Business Solutions

Industry Profiles

Community-Based Job Training Grants

High Growth Job Training Initiative

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EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

AUGUST 2008

Business Relations Group

STATUS REPORT | AUGUST 2008

High Growth Job Training Initiative	p. 3
Community-Based Job Training Grants.....	p. 62
Business Solutions.....	p. 64
Capacity Building	p. 92

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EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

Advanced Manufacturing Industry

ETA IN ACTION

The competitiveness of U.S. manufacturers is increasingly grounded in their ability to innovate. The importance of innovation to manufacturing has come into sharp focus as U.S. manufacturers face challenges from technologically capable nations with enormous pools of low-cost talent. In order to maintain their edge in innovation, U.S. manufacturers need access to a highly skilled, flexible, and creative workforce that can keep pace with rapidly advancing technology and contribute to continuous improvement in productivity, efficiency, quality, and safety.

Through investments such as the President's High Growth Job Training Initiative, the President's Community-Based Job Training Grants, and the Workforce Innovation in Regional Economic Development (WIRED) program, the Employment and Training Administration has invested in projects that demonstrate the value of strong partnerships between manufacturing employers, education and training providers, the public workforce system, and economic development organizations. Through these partnerships, communities and regions across the nation are developing workforce solutions that respond to the needs of industry, promote sustainable economic growth, and offer replicable models that can be utilized by other communities facing similar challenges.

As part of its strategy for the advanced manufacturing industry, ETA is helping to facilitate the sharing of workforce solutions and best practices among communities and organizations that are working to educate and train the next generation of American manufacturing workers.

WORKFORCE SOLUTION

Creating Career Pathways

Calhoun Community College, through a High Growth Job Training Grant to the Alabama Department of Economic and Community Development and in partnership with the Tennessee Valley WIRED region, is training the workforce in the northern Alabama region to meet industry needs in Industrial Maintenance, Machine Tool Technology, Aerospace, Process Technology and Heating, Ventilation, and Air Conditioning. Through an 18-month process involving curriculum review and revision by Industry Subject Matter Experts (SMEs), Calhoun has developed an Applied Technology curriculum to offer modularized training with multiple entry/exit points that create career pathways for both new and incumbent workers. The SMEs also identified a "core" set of technical skills that are common across manufacturing sectors, and Calhoun offers this core curriculum to students as a common base for all of the technical specialties. A Co-Operation Program that invites industry to participate in helping to "grow their own" technically skilled employees is a vital part of this program. To learn more about this workforce solution, visit www.workforce3one.org.

Grant awards

On October 19, 2006, U.S. Secretary of Labor Elaine L. Chao announced \$16.8 million in grants to 11 organizations in 10 states to prepare workers for careers in advanced manufacturing. The organizations were selected from among 186 applicants competing under the President's High Growth Job Training Initiative. The full press release, including a list of the grantees, is available on the Employment and Training Administration's Web site at www.doleta.gov.

Advanced Manufacturing Industry***Industry engagement***

Through its work with business and industry, the public workforce system, education and training institutions, and other federal partner agencies, ETA will support efforts to: 1) utilize ETA's Workforce Innovation in Regional Economic Development (WIRED) initiative to facilitate model partnerships among manufacturers, federal labs, universities, Manufacturing Extension Partnership centers, and other stakeholders to promote technology transition and deployment; 2) identify innovative strategies and solutions that address the critical workforce challenges that confront the advanced manufacturing industry; and 3) create tools and resources that various stakeholders may use to navigate the challenges of transformation from "traditional" to "advanced" manufacturing. ETA will also continue to coordinate engagement with industry leaders to ensure that all strategies align with current industry priorities.

For some communities, the transformation of manufacturing means that a factory is closing and the community needs to dramatically diversify its economy. For other communities, the workforce does not possess the necessary skills to support the local manufacturing sector as it adopts the most advanced production technology. ETA presented a "community blueprint" for advanced manufacturing, which is designed to respond to the needs of communities which are confronting these difficult challenges, and describe a variety of resources to help navigate the transformation. This document is titled "Transforming Manufacturing Communities for Global Competition: A Resource Guide" and is available on www.workforce3one.org. It presents a conceptual framework for regional economic transformation and provides guidance for community leaders to promote innovation in their manufacturing sector.

As a member of the Office of Science and Technology Policy (OSTP) Interagency Working Group (IWG) on Manufacturing Research and Development, ETA supported interagency efforts to release a report titled "Manufacturing the Future: Federal Priorities for Manufacturing R & D." ETA contributed a chapter to this forthcoming IWG report, describing the workforce challenges in manufacturing and the steps that ETA is taking to address them.

Over the course of the President's High Growth Job Training Initiative for advanced manufacturing, ETA learned about numerous efforts to document the skills and competencies needed for successful careers in the industry. These disconnected or competing activities caused much duplication of effort, wasted resources, and left gaps in the critical skills and competencies that workers need for the modern manufacturing environment. In response to these challenges, ETA convened a working group of industry representatives and educators to develop the Advanced Manufacturing Competency Model. Under the auspices of the Interagency Working Group on Manufacturing Competitiveness, the group reviewed hundreds of existing industry standards and curricula to identify the common elements which apply across all manufacturing sectors. In this way, the framework builds on, and aligns with, the excellent work that has already been conducted by many groups, but which has never been assembled in a comprehensive model. Such a model framework allows for consistency across industries, customization within sectors, and easy updating to accommodate changing technology and business practices.

ETA is partnering with the National Association of Manufacturers (NAM) and the National Council for Advanced Manufacturing (NACFAM) to broadly disseminate and promote the Competency Model. Through this collaborative effort, ETA has disseminated the

Advanced Manufacturing Industry

model to a broad audience of trade associations, business associations, manufacturing employers, and community colleges. By reaching these stakeholders, ETA hopes to foster strong communication between employers and education and training providers, encourage the design and development of training programs that teach competencies that are relevant to today's manufacturing workplace, and promote the development and expansion of seamless career pathways for workers and students.

Through collaboration with WIRED regions, High Growth Job Training Initiative grantees, and other organizations engaged in manufacturing workforce development, ETA is also seeking to promote the sharing of best practices and innovative solutions among regions and institutions nationwide. Eleven of ETA's first generation WIRED regions – Coastal Maine, Upstate New York, Greater Kansas City, Mid-Michigan, North Central Indiana, Florida's Great Northwest, Piedmont Triad, Western Alabama and Eastern Mississippi, and West Michigan – are targeting the advanced manufacturing industry as a regional economic driver. Six second generation regions – Arkansas Delta, Northern New Jersey, Rio Grande Valley, Southeast Michigan, Southeast Wisconsin, and Southwestern Connecticut – are also focusing on the industry. Finally, eight third generation WIRED regions – South-Central Idaho, South-Central Kansas, Central Kentucky, Southeastern Mississippi, Southeast Missouri, North Oregon, Pacific Mountain Washington, and South Central & South West Wisconsin – are targeting the advanced manufacturing industry. The Business Relations Group is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Com-

munity-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.

Advanced Manufacturing Industry

- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Outreach

In April 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published *In Demand: Careers in Advanced Manufacturing*. The magazine highlights job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies were sent to 18,427 high schools across the United States and it is also available on line at www.careervoyages.com/indemand-magazineadvmanufacturing.cfm.

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing,

geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at www.careervoyages.com/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

**Investments as of June 30, 2008:
\$74,944,990 in 31 grants**

DOL has announced awards of 31 investments totaling nearly \$75 million to address the workforce needs of the advanced manufacturing industry. Through multiple forums, ETA has listened to employers, industry associations, labor-management organizations, and others in the advanced manufacturing industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the advanced manufacturing industry to identify its hiring, training, and retention challenges. For additional information on the advanced manufacturing investments, please visit www.doleta.gov/business.

**360vu Research and Education Foundation
(national)**

National Lean Enterprise Certification Program
Grant amount: \$2,000,322

**Alabama Department of Economic and
Community Affairs (AL)**

Alabama's Center for Manufacturing Innovation
Grant amount: \$3,548,115

Advanced Manufacturing Industry

Arkansas Department of Workforce Services (AR)

Eastern Arkansas Advanced Manufacturing Technology Regional Training Initiative

Grant amount: \$5,935,402

Central Community College (NE)

Nebraska Mechatronics Education Center

Grant amount: \$1,639,403

Connecticut Business and Industry Association (CBIA) Education Foundation (CT, MA)

Connecticut-Western Massachusetts Advanced Manufacturing Collaborative

Grant amount: \$1,775,030

Delaware Valley Industrial Resource Center (PA)

The Manufacturing Education Project

Grant amount: \$3,000,000

Greater Peninsula Workforce Investment Board (VA)

The SE Virginia Advanced Manufacturing Collaborative

Grant amount: \$1,965,000

Henderson-Henderson County Chamber of Commerce (KY)

Tri-County Industrial Training Consortium

Grant amount: \$2,991,840

States of Illinois and Ohio-National Center for Integrated Systems Technology (IL, OH)

Integrated Systems Technology Training for Dislocated Workers

Grant Amount: \$9,461,606

Illinois State University/National Center for Integrated Systems Technology (IL, NC, OH, PA, TX, WY)

Expanding the Integrated Systems Technology Project

Grant amount: \$5,774,420

International Association of Nanotechnology (CA)

California Nanotechnology Workforce Training Program

Grant amount: \$1,500,000

Ivy Tech Community College of Indiana (IA)

Indiana Advanced Manufacturing Education Collaborative

Grant amount: \$1,860,515

Lancaster County Workforce Investment Board (PA)

The Pennsylvania Advanced Manufacturing Collaborative

Grant amount: \$1,354,585

Los Angeles Valley College (CA)

Advanced Manufacturing Training Institute

Grant amount: \$1,500,000

Lower Rio Grande Valley Workforce Development Board (TX)

South Texas Advanced Manufacturing Apprenticeship

Grant amount: \$2,000,000

Maine Department of Economic and Community Development (CT, ME, NH, MA, RI, VT)

Accelerated Skills Training for New England Machine Shops

Grant amount: \$2,996,724

National Association of Manufacturers (MO)

"Dream It, Do It" Career Campaign

Grant amount: \$498,520

National Institute for Metalworking Skills (national)

Competency-Based Apprenticeship System in the Metalworking Industry

Grant amount: \$1,956,700

Advanced Manufacturing Industry

National Institute for Metalworking Skills (national)

Flexible Training Options for Metalworking
Grant amount: \$939,815

North Central Texas Workforce Board (TX)

Supply Chain Logistics Skills Training and Certification Project
Grant amount: \$1,562,382

Oklahoma Department of Commerce (OK)

Manufacturing for Oklahoma's Vital Economic Sustainability
Grant amount: \$1,500,000

Oregon Manufacturing Extension Partnership (ID, NV, OR, WA)

Lean Manufacturing Training for Value-Added Food Processors with Training for Limited English-Speaking Workers
Grant amount: \$3,199,709

Pennsylvania Workforce Investment Board (PA)

The Pennsylvania Plastics Initiative
Grant amount: \$3,750,000

Philadelphia Workforce Investment Board (DE, NJ, PA)

Biotechnology Human Capital Investment Project
Grant amount: \$1,500,000

Rochester Institute of Technology (NY)

Advanced Food and Beverage Manufacturing Institute of Upstate New York
Grant amount: \$1,158,983

St. Louis Workforce Investment Board (MO)

Greater St. Louis Area Automotive Training Consortium
Grant amount: \$1,499,998

San Bernardino Community College District (CA)

Skills Certification Project for Southern California
Grant amount: \$1,618,334

Techsolve, Inc. (OH)

Automotive Lean/Six Sigma Training
Grant amount: \$1,464,670

Virginia Biotechnology Association (MD, VA)

Virginia Advanced Manufacturing Technical Skills Project
Grant amount: \$1,494,369

Western Iowa Tech Community College (IA)

Career Institute for Industrial Technologies
Grant amount: \$1,498,548

Workplace, Inc. (Southwestern Connecticut's Regional Workforce Development Board) (CT)

Advanced Skills for Southwest Connecticut's Manufacturers
Grant amount: \$2,000,000

BACKGROUND

Over the course of five Executive Forums, ETA met with senior executives from more than 120 manufacturing firms and trade associations, representing a broad cross-section of the manufacturing industry. The research conducted over the course of this Advanced Manufacturing Initiative provides insight into what industry executives identify as their key workforce development concerns. It is clear that there is demand for new workers, recruited from new sources, trained with new skill sets, while incumbent workers need training to upgrade their skills. The following is a chronology of the advanced manufacturing forums that ETA conducted, as well as a snapshot of the workforce issues that were discussed in those forums.

For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Advanced Manufacturing High Growth Industry Profile at www.doleta.gov/brg.

Advanced Manufacturing Industry***Advanced Manufacturing Industry Executive Forums***

- August 13, 2003, with the U.S. Department of Commerce, in Washington, D.C.
- March 18, 2004, with the National Association of Manufacturers, in Naples, FL
- March 29, 2004, with the National Association of Manufacturers Employer Group, in Miami, FL
- April 13, 2004, with the National Coalition for Advanced Manufacturing, in Chicago, IL
- May 27, 2004, with multiple manufacturing sectors, in Washington, D.C.

Advanced Manufacturing Industry Workforce Solutions Forum

- June 7-8, 2004, in Dallas, TX

workforce, and utilizing displaced workers and other alternative labor pools

- Need to improve the basic employability skills of entry-level workers

Capacity building

- Need for qualified instructors
- Need for updated equipment for training
- Need for defined competencies, and career ladders and lattices

A Webinar for the advanced manufacturing industry and the Manufacturing Extension Partnership (MEP) was held on December 8, 2005, and can be found at www.workforce3one.org. An industry report is available on ETA's Web site at www.doleta.gov/brg.

BRG contact

Steve Rietzke

WORKFORCE ISSUES***Training for innovation***

- Need to up-skill the incumbent workforce for new technologies
- Need to develop training programs that fit employer needs and constraints
- Need to integrate training programs for the supply chain

Pipeline

- Need to improve the public image of the industry in order to generate interest in manufacturing careers
- Need to develop 21st century recruitment strategies
- Need to address demographic shifts, including the retirement of the baby boomers, integrating the foreign-born

Aerospace Industry

ETA IN ACTION

On December 20, 2006, President Bush signed legislation to establish an Interagency Aerospace Revitalization Task Force that is directed to develop a strategy for aerospace workforce development. This Act appoints the Assistant Secretary of Labor for Employment and Training to serve as the chair of an eleven member Task Force, with members from the Departments of Commerce, Defense, Education, Energy, Homeland Security, Transportation, the National Science Foundation, NASA, and the White House. The Task Force is committed to answering the Congressional mandate to maximize cooperation among departments and agencies of the Federal Government; developing integrated policies to promote and monitor programs in science, technology, engineering, and mathematics (STEM); establishing the appropriate partnerships to collect and disseminate information; and coordinating appropriate agency resources.

Working with key stakeholders from education, industry, and the public workforce system, the Task Force worked throughout 2007 to identify strategies and solutions that will address the workforce needs of the aerospace industry and its related STEM and skilled-trade occupations. On March 19, 2008, the Task Force released its final report to Congress detailing the preliminary recommendations for strategies and solutions to help provide the aerospace industry access to a scientifically and technologically trained workforce. The Task Force recommended ensuring the availability of resources, tools, and guidance developed under its leadership and direction beyond the statutory sunset established by law and address critical workforce challenges such as security clearance. The Task Force also recommended the development of a coordinated approach to identify, invest, and promote model

strategies in aerospace workforce and STEM education solutions. These strategies should include the provision of comprehensive technical assistance tools that provide guidance in replicating best practices of existing aerospace employment centers. In addition, the Task Force recommended ensuring that information from its partners and other public/private sources is compiled and promoted in a consistent manner for multiple audiences. Qualitative and quantitative information should be made available for specific programs and resources whenever possible.

The Task Force is committed to working under the leadership of the Department of Labor to explore and identify ways to accomplish the goals laid out in the first report to Congress. The members are currently reviewing the report recommendations through staff-level project teams as recommended in the Year 1 report to discuss the conversion of strategies into concrete action plans.

ETA is also working to develop a competency framework for use by industries that rely upon an educated and prepared workforce with skills in aerospace. This effort builds on existing standards, curricula, and certifications across multiple disciplines. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses

In addition, the November 2002 final report of the President's Commission on the Future of the U.S. Aerospace Industry highlighted

Aerospace Industry

the need for an educated and prepared STEM workforce including a need for technical and engineering level workers to support the U.S. aerospace industry. ETA is in the process of implementing an aggressive strategy to support a 21st century STEM workforce.

Industry engagement

Three of ETA's first generation Workforce Innovation in Regional Economic Development (WIRED) regions – Florida's Great Northwest, Denver Metro, and California Innovation Corridor – are targeting the aerospace industry as a regional economic driver. In addition, three third generation regions – Southern Arizona, South-Central Kansas, and Greater Albuquerque (NM) – are also focusing on the industry. ETA is currently working to establish an Aerospace Community of Practice for these regions and others that are interested in the industry to facilitate the exchange of information via conference calls, e-mail, video conferencing, and meetings, for the discussion of best practices and information exchange related to aerospace talent development.

In addition, ETA has convened aerospace industry, education, and workforce development experts throughout the year for conversations regarding the Interagency Aerospace Revitalization Task Force and engaged in an important dialogue on the unique workforce challenges currently facing the aerospace industry.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-Based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many

of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.
- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be

Aerospace Industry

found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.

- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at www.careervoyages.com/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

Investment as of June 30, 2006: \$8,856,453 in seven grants

Since October 2004, DOL has announced the award of 7 investments totaling nearly \$9 million to address the workforce needs of the

aerospace industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the aerospace industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the aerospace industry to identify its hiring, training, and retention challenges in its sectors ranging from aerospace manufacturing to launch facility operation. For additional information on the aerospace investments, please visit www.doleta.gov/business.

Aerospace Development Center (AL)

Solutions Aerospace

Grant amount: \$1,898,820

Brevard Community College in partnership with American Technical Education Association (FL)

Cert-Tech: The National Certification

Technician Program

Grant amount: \$98,560

Community Learning Center, Inc. (TX)

Aerospace Industry Training Project (AITP)

Grant amount #1: \$2,860,000

Grant amount #2: \$1,168,400

Edmonds Community College (WA)

The Triad Initiative

Grant amount: \$1,475,045

Florida Space Research Institute (FL)

Florida Aerospace Pilot Project

Grant amount: \$355,628

Houston-Galveston Area Council for the Gulf Coast Workforce Board (TX)

Houston Area Aerospace Technology

Skills Training

Grant amount: \$1,000,000

Aerospace Industry**BACKGROUND**

The President's High Growth Job Training Initiative began by conducting baseline research of the industry's needs. The final report of the Commission on the Future of the United States Aerospace Industry, issued in November 2002, was also used as a key reference source for identifying challenges and solutions. On March 10, 2004, an Executive Forum was held in Washington, D.C., with leaders in the aerospace industry; ETA agreed to host a solutions forum that would be comprised of business, industry, education and the public workforce system to begin prioritizing challenges and developing innovative solutions.

ETA hosted the Aerospace Workforce Solutions Forum on June 9-10, 2004, in Washington, D.C. Thirty-five aerospace stakeholders representing industry, education, labor organizations, the public workforce investment system, the states and federal government participated in the Aerospace Workforce Solutions Forum. The group developed 136 solutions, twenty-one solution matrices and identified six overall priority solutions, clustered in two priority areas, the Aging Workforce and the Loss of Technical Talent. The following section gives a brief summary of these priority solutions.

The introductory Webinar for the aerospace industry was held on November 15, 2005, and can be found at www.workforce3one.org. An industry report is available on ETA's Web site at www.doleta.gov/brg. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Aerospace High Growth Industry Profile and the Aerospace Industry Report prepared for eta at www.doleta.gov/brg.

Aerospace Industry Executive Forum

- March 10, 2004, with the Aerospace Industry Association, in Washington, D.C.

Aerospace Industry Workforce Solutions Forum

- June 9–10, 2004, in Washington, D.C.
- October 18, 2007, in Arlington, VA

WORKFORCE ISSUES***Aging workforce***

- Preparing for the demographic cliff
- Addressing the loss of institutional memory, experience, and intellectual capital
- Protecting the skills base, including improving the basic employability skills of entry level workers

Loss of technical talent

- Recruiting youth and diverse, nontraditional labor pools
- Reducing turnover and improving retention
- Improving the public image of the industry in order to retain talent and generate interest in aerospace careers
- Improving high tech skills

BRG contact

Brad Wiggins

Automotive Services Industry

ETA IN ACTION

ETA's investments in the automotive industry have successfully addressed challenges in both the manufacturing and service sectors. Through investments such as the President's High Growth Job Training Initiative, the President's Community-Based Job Training Grants, and the Workforce Innovation in Regional Economic Development (WIRED) program, the Employment & Training Administration has invested in projects that demonstrate the value of strong partnerships between manufacturing and service employers, education and training providers, the public workforce system, and economic development organizations. Through these partnerships, communities and regions across the nation are developing workforce solutions that respond to the needs of industry, promote sustainable economic growth, and offer replicable models that can be utilized by other communities facing similar challenges.

As part of its strategy for the automotive services industry, ETA is helping to facilitate the sharing of workforce solutions and best practices among communities and organizations that are working to educate and train automotive manufacturing and service workers. In addition, the BRG is working to better connect ETA's Office of National Response to these organizations and their solutions, so that they can provide a full complement of retraining options for trade-affected and laid-off workers in the automotive sectors.

Industry engagement

Through its work with business and industry, the public workforce system, education and training institutions, and other federal partner agencies, ETA will support efforts to: 1) utilize ETA's Workforce Innovation in Regional Economic Development (WIRED) initiative to

WORKFORCE SOLUTION

Upgrading the Nation's Automotive Programs to Industry Standards

Gateway Technical College developed Web site that provides tools and guidance for automotive training centers looking to achieve or maintain National Automotive Technicians Education Foundation (NATEF) certification. A comprehensive NATEF and Automotive Service Excellence (ASE) Certification Tutorial guides the user through the certification process. The Web site also directs automotive instructors to the Web site of Melior Inc., where they can complete, online, the required 20 hours of continuing education to maintain their ASE certification. The site also features links to online courses in automotive technology and to grant partners' sites. To learn more about this workforce solution visit www.workforce3one.org or www.upgrade2cert.org.

facilitate model partnerships among manufacturers, federal labs, universities, Manufacturing Extension Partnership centers, and other stakeholders to promote technology transition and deployment; 2) identify innovative strategies and solutions that address the critical workforce challenges that confront the automotive industry; and 3) create tools and resources that various stakeholders may use to navigate the challenges of transformation from "traditional" to "advanced" manufacturing. ETA will also continue to coordinate engagement with industry leaders to ensure that all strategies align with current industry priorities.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Com-

Automotive Services Industry

munity-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

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A High Growth Grantee, Automotive Retailing Today, participated in the Talent Plaza at Workforce Innovations 2006.

Outreach

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

**Investments as of July 31, 2006:
\$14,395,956 in 12 grants**

Since September 2004, DOL has announced the award of 11 investments totaling nearly \$12 million to address the workforce needs of the automotive industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the automotive industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the automotive industry to

Automotive Services Industry

identify its hiring, training, and retention challenges in its sectors ranging from manufacturing skills to technician training. For additional information on the automotive investments, please see www.doleta.gov/business.

Automotive Retailing Today (VA, national)

Building America's Auto Dealership Workforce
Grant amount: \$150,000

Automotive Youth Educational Systems (MI, national)

On-Line High School Certification Program
Grant amount: \$600,000

Automotive Youth Educational Systems (MI, national)

Ramping Up AYES as the Exemplar Industry-Driven School to Career Learning Model
Grant amount: \$2,200,000

Downriver Community Conference (MI)

AutoAlliance International Vehicle Production Training
Grant amount: \$5,000,000

Eastfield College (TX)

Automotive Technologies Technical Education Partnership
Grant amount: \$837,424

Gateway Technical College (WI, national)

Upgrading the Nation's Automotive Program
Grant amount: \$900,000

Girl Scouts of the USA (NY, national)

"On the Road" Initiative
Grant amount: \$200,000

Kentucky Community and Technical College System (KCTCS) (KY)

KCTCS Advanced Manufacturing Learning Center
Grant amount: \$2,480,852

National Institute for Automotive Service Excellence (national)

ASE Bilingual Outreach Program
Grant amount: \$300,000

Pennsylvania Automotive Association (PA)

Building Business and Education Partnerships in Urban Communities to Meet High-Skill 21st Century Workforce Demands: A Model for the Automotive Industry
Grant amount: \$95,000

Shoreline Community College (WA)

Auto Sales and Service Training Pathways
Grant amount: \$1,496,680

United States Hispanic Chamber of Commerce Foundation (CA, FL)

Metro 2-Step (Service Technician Education Program)
Grant amount: \$136,000

BACKGROUND

The introductory Webinar for the automotive services industry was held on May 24, 2005, and can be found at www.workforce3one.org. An industry report is available on ETA's Web site at www.doleta.gov/brg. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Automotive High Growth Industry Profile and the Automotive Industry Report prepared for ETA at www.doleta.gov/brg.

Automotive Services Industry Executive Forum

- October 30, 2002, with Automotive Youth Educational Systems, in Greenville, SC

Automotive Services Industry Workforce Solutions Forums

- April 16, 2003, in Washington, D.C.
- April 1, 2004, in Chantilly, VA

WORKFORCE ISSUES***Image and promotion***

- Negative public perception of the industry due to stereotypes and misinformation
- Lack of awareness about viable occupations that pay well and have growth potential
- Pipeline: recruiting young people and transitioning workers

Diversity of the workforce: recruitment and retention

- Increasing workforce diversity
- Improving the pipeline and the demographic make-up of the workforce in areas such as race, gender, and language diversity

Capacity and instruction

- Need to stress basic soft skills (communications, basic reading, writing and math, problem solving, and customer service skills)
- Need for resources and curriculum to stay current with today's technology
- Recruiting more teachers and trainers and ensuring that they are industry-certified and current in their field of knowledge
- Need for continuing education for instructors

Training and education

- Concern about new employees and the retraining (up-skilling) of incumbent employees
- New focus on the development of standardized curriculum, importance of industry-based certification for training programs

BRG contact

Steve Rietzke

Biotechnology Industry

ETA IN ACTION

ETA has actively supported the development of an educated and prepared biotechnology workforce through its High Growth investments. Currently, the bulk of ETA's 16 biotechnology investments are moving toward completion, and as this happens, ETA is initiating dialogue with grantees regarding sustainability and replication strategies. ETA is highlighting best practices and facilitating cross-project dialogue to encourage knowledge transfer among grantees. Also, ETA continues to support an educated and prepared biotechnology workforce through its science, technology, engineering, and mathematics (STEM) strategy.

Industry engagement

ETA has been working with Workforce Innovation in Regional Economic Development (WIRED) regions to develop and manage a community of practice (COP) for regions focused on bioscience. The WIRED Bioscience Interest Group (BIG) has been active over the past year engaged in a cross-project dialogue and linking ETA's existing investments into a broad strategy for bioscience talent development. Through engagement with WIRED BIG, ETA developed a two-day Bioscience Institute in February 2008, for community of practice members to receive intensive technical assistance in areas critical to this sector, such as research and development, talent development, and capital formation. In addition, ETA has worked with BIG leadership to develop and manage a web portal at www.bioscienceregions.net.

Sixteen of ETA's WIRED regions – Upstate New York, Western Alabama & Eastern Mississippi, Greater Kansas City, Denver Metro, Central & Eastern Montana, Delaware Valley, Northern Alabama and Southern Tennessee, Arkansas

WORKFORCE SOLUTION

National Center for the Biotechnology Workforce

Forsyth Technical Community College, in partnership with four other community colleges around the nation, has worked to establish a National Center for the Biotechnology Workforce. Through this center, training components are in development for all major segments of the high-growth biotech sector, with each of the five partner colleges focused on a specific area of biotech training. To learn more about this effort and to access training and educational materials, visit www.workforce3one.org or www.BiotechWorkforce.org.

Delta, Utah's Wasatch Range, Southern Arizona, South-Central Idaho, Southeast Missouri, Minnesota Triangle, Central New Jersey, North Oregon, and South Central & South West Wisconsin are targeting the biotechnology industry as a regional economic driver. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

ETA is also working to develop a competency framework for use by industries that rely upon an educated and prepared workforce with skills in bioscience. This effort builds on existing standards, curricula, and certifications across multiple disciplines. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of

Biotechnology Industry

changing technology and reflect the changing requirements of specific regions or businesses.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference

include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.

- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents,

Biotechnology Industry

teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at www.careervoyages.com/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

***Investments as of July 31, 2006:
\$22,921,599 in 16 grants***

DOL awarded 16 investments totaling nearly \$23 million to address the workforce needs of the biotechnology industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the biotechnology industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the biotechnology industry to identify its hiring, training, and retention challenges in its sectors ranging from laboratory training to bio-tech manufacturing.

These investments encompass grants that were awarded on June 7, 2005, as the result of a September 17, 2004, Solicitation for Grant Applications (SGA) announcing the availability of demonstration grant funds to address labor shortages, innovative training strategies, and other workforce challenges in the health care and biotechnology industries. Of the 12 grants awarded, 6 specifically focus on biotechnology workforce challenges. These grants are indicated with an asterisk below.

For additional information on the biotechnology investments, please visit www.doleta.gov/business.

Alameda County Workforce Investment Board (CA)

Bay-Area Bio-Tech Consortium Career Pathway Project
Grant amount: \$2,000,000

Clafin University (SC)

Orangeburg-Calhoun Area Biotechnology Consortium Project
Grant amount: \$750,000

Delaware Workforce Investment Board (DE)

Youth Biotechnology Initiative
Grant amount: \$250,000

Forsyth Technical Community College (NC)

Textiles to Technology Biotechnology Retraining Program
Grant amount: \$754,146

Forsyth Technical Community College (CA, IA, NC, NH, WA)

National Centers for the Biotech Workforce Concept Proposal
Grant amount: \$5,000,000

Indianapolis Private Industry Council, Inc. (IN)*

BioNet: Preparing Highly Skilled Workers for the Healthcare and Biotechnology Industries
Grant amount: \$1,000,000

Indian Hills Community College (IA)

Iowa Biotechnology/Bioprocessing Workforce Development Project
Grant amount: \$996,250

Job Path, Inc. (AZ)

Arizona Biotechnology Career Ladder
Grant amount: \$276,393

Lakeland Community College (OH)

Biotechnology Workforce Development Program
Grant amount: \$333,485

Massachusetts Biotechnology Education Foundation (MA)

Massachusetts BioCareer Lab
Grant amount: \$1,372,250

Biotechnology Industry**Miami-Dade Community College (FL)***Biosciences Job Growth Initiative*

Grant amount: \$1,000,000

Orange County, California, Workforce Investment Board (CA)*Workforce Development Partnership to Address Regional Workforce Needs in Biotechnology Occupations*

Grant amount: \$1,000,000

Pittsburgh Life Sciences Greenhouse (PA)*Biotechnology Training: Creating a Hybrid Professional*

Grant amount: \$2,433,160

The San Diego Workforce Partnership (CA)*A Partnership for Defining the Biotech Workforce*

Grant amount: \$2,510,117

Temple College (TX)*Central Texas Biotechnology Employment-to-Education Model*

Grant amount: \$920,495

Workforce Alliance, Inc. (FL)*Florida Atlantic University (FAU) Biotech Training Program*

Grant amount: \$2,325,303

BACKGROUND

The \$33.6 billion biotechnology industry was selected for the President's High Growth Job Training Initiative because of the emerging nature of the industry, the need for quality workers, from technicians to Ph.D. level scientists, and the projection that the biotechnology industry will employ 814,900 individuals in the United States by 2007.

The emerging nature of the industry affords employers the opportunity to offer jobs in biotechnology that are enticing to potential job seekers. Biotechnology occupations are attrac-

tive because they are located across the nation, provide a professional work environment, and include a range of higher wage levels above many traditional occupations. Further, the biotechnology industry is creating excellent and diverse opportunities in a wide range of areas. While many jobs in the biotechnology industry are in traditional life sciences, the industry also offers careers in computer science, information technology, regulatory affairs, quality control and assurance, sales and marketing, manufacturing, and facilities and infrastructure management.

The introductory Webinar for the biotechnology industry was held on September 14, 2005, and can be found at www.workforce3one.org. An industry report is available on ETA's Web site at www.doleta.gov/brg. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Biotechnology High Growth Industry Profile and the Biotechnology Industry Report prepared for ETA at www.doleta.gov/brg.

Biotechnology Industry Executive Forums

- May 16, 2003, with the Delaware Biotechnology Institute, in Wilmington, DE
- November 11, 2003, with BIOCUM, in San Diego, CA
- March 23, 2004, with IBIO, in Chicago, IL

Biotechnology Industry Workforce Solutions Forum

- March 23, 2004, in Chicago, IL

WORKFORCE ISSUES***Pipeline***

- Recruitment
- Retention

Biotechnology Industry*Skills, competencies, and training*

- Competencies and career ladders
- Mapping to other industries

Image and outreach to the public

- Data and definition
- Image

BRG contact

Brad Wiggins

Construction Industry

ETA IN ACTION

The construction industry is projected to experience a substantial increase in total employment in its own right; in addition, other sectors and industries depend on the construction industry to build and maintain their facilities and infrastructure. In an effort to help ensure the continued health of the industry, and provide workers with career opportunities and pathways in this growing area of the economy, ETA has worked with industry stakeholders to identify the workforce challenges facing the industry and invested in an array of innovative workforce solutions that target these needs.

Construction contractors and workers play a pivotal role in the U.S. energy industry. The energy industry depends on skilled trades workers to maintain and expand the energy infrastructure, including maintaining and updating current facilities and building new facilities across the country. However, a key challenge for the U.S. energy industry is the shortage of these skilled craftsmen, as well as utility workers. Appropriately addressing this challenge will provide workers with high-wage employment opportunities with established career pathways in construction, as well as the energy industry.

In August 2007, ETA, in partnership with industry leaders and the Southern Governors' Association (SGA), held an Energy Skilled Trades Summit in Biloxi, Mississippi. The Summit focused on the critical workforce challenges of the energy and construction industries in the Southeastern United States and helped states develop regional strategies that address these challenges and promote economic growth.

All materials from the Energy Skilled Trades Summit are available online at

WORKFORCE SOLUTION

Learning English in the Workplace

To increase participation in trades training, the Home Builder's Institute (HBI) funds local and state Home Builder Associations in ten states to develop partnerships with community colleges, K-12 school districts, workforce Investment Boards, Job Corps centers, and area employers.

HBI participated in the development of the Sed de Saber – Construction Edition language program, which helps builders address the language barrier and improve safety, quality, and communication on the job site. The fully-interactive, learn-at-your-own-pace format gives workers the opportunity to learn general and residential construction-specific English in about 16 weeks. By empowering Hispanic workers to learn English, builders can cultivate a skilled, loyal workforce. To learn more about HBI's Sed de Saber program, visit www.workforce3one.org or www.seddesaberconstruction.com.

www.workforce3one.org/content/public/esummit.cfm.

Grant awards

ETA released a second round of funding under the President's High Growth Job Training Initiative for energy in early 2008 with the publication of a Solicitation for Grant Applications (SGA) in the Energy Industry and the Construction and Skilled Trades in the Energy Industry. The SGA outlined criteria for the submission of regionally focused, partnership-based applications that will further implement the Workforce Innovation in Regional Economic Development (WIRED) conceptual framework, while meeting the workforce needs

Construction Industry

of the energy industry and related industries like construction. The solicitation closed on March 25 and awards are expected to be announced summer 2008.

“Skills to Build America’s Future”

“Skills to Build America’s Future” is a unique initiative to promote the value of and career opportunities in skilled trades. Launched on April 6, 2004, this initiative is sponsored by the U.S. Department of Labor, the Construction Industry Round Table, National Association of Home Builders, and the National Heavy & Highway Alliance and affiliated unions. By increasing awareness of the skilled trades and the training, education, and apprenticeship opportunities that can help prepare individuals for these positions, “Skills to Build America’s Future” will help ensure that youth and workers exploring new careers take advantage of employment opportunities in the construction industry. Key components of “Skills to Build America’s Future” include a coordinated outreach effort with the U.S. Department of Education to schools, outreach to governors and/or state legislatures, job fairs and other events, and sponsorships with sports leagues.

Industry engagement

ETA’s future activities will focus on the following areas:

- Developing stronger connections between registered apprenticeship programs and the public workforce system
- Enhancing partnerships with leading construction industry associations with a focus on sharing workforce resources they have developed for their members and partners with the workforce system and its partners, and connecting their state chapters and members to workforce investment boards (WIBs) and One-Stop Career Centers

- Building off the WIRED model, identifying two to three local areas where WIBs are involved in sectoral strategies targeted at the construction industry and working with WIBs to help them engage additional partners and implement strong regional construction collaborations

ETA has worked with industry leaders in the construction industry to define the career pathways in the industry. The resulting model has been used to populate industry-specific information on the Career Voyages Web site.

Two of ETA’s first generation WIRED regions—Mid-Michigan and Florida’s Great Northwest—are targeting the construction industry as a regional economic driver. Four third generation WIRED regions—South-Central Idaho, South-eastern Mississippi, Pacific Mountain Washington, South Central & South West Wisconsin—are also focusing on the industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

“Gulf Coast investment support”

On November 20, 2005, ETA launched the Pathways to Construction Employment Initiative to promote the economic recovery of Louisiana and Mississippi in the wake of Hurricanes Katrina and Rita. This initiative focuses on helping workers in areas impacted by the hurricanes enter a career pathway in construction, while simultaneously assisting critical rebuilding efforts in the Gulf Coast region. Grants of \$5 million each were awarded to the Louisiana Community and Technical College System, working in close partnership with the Louisiana Department of Labor, and the Mississippi Department of Employment Security, working in close partnership with the Mississippi State Board for Community and Junior Colleges. In each state, the Pathways to Construction Employment Initiative has four primary compo-

Construction Industry

nents: establishment of Reconstruction Centers of Excellence, career awareness and outreach activities, assessment and access to basic skills training, and pathways to employment.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce

solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.

- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

A High Growth Grantee, Home Builders Institute, participated in the Apprenticeship Plaza at Workforce Innovations 2007.

Outreach

In November 2005, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published *In Demand: Careers in Construction*. The magazine highlights job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427

Construction Industry

high schools across the United States, and it is also available online at www.careervoyages.com/indemandmagazine-construction.cfm.

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at www.careervoyages.com/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

***Investments as of July 31, 2006:
\$35,134,804 in nine grants***

Since February 2003, DOL announced the award of 9 investments totaling over \$35 million to address the workforce needs of the construction industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the construction industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the construction industry to identify its hiring, training, and retention challenges. For additional information on the construction investments, please visit www.doleta.gov/business.

American College of the Building Arts (SC)
Training the Masters of the Building Arts
Grant amount: \$2,750,000

Associated General Contractors of America (AK, FL, KY, MS, NE, OR, TN, TX, WI)
Construction Career Academies
Grant amount: \$235,500

Chicago Women in Trades (IL)
Women in Skilled Trades
Grant amount: \$2,092,343

Home Builders Institute (AZ, CA, CT, FL, ID, KY, NY, PA, SC, VA)
Building Today's Workforce for Tomorrow
Grant amount: \$4,268,454

Honolulu Community College (HI)
*Rebuilding the Construction Workforce in Hawaii:
Preparing Youth for High-Demand Careers*
Grant amount: \$1,400,000

Louisiana Community and Technical College System (LA)
*Pathways to Construction Employment Initiative:
Linking Workers with Construction Career Opportunities*
Grant amount: \$4,998,800

Mississippi Department of Employment Security (MS)
*Pathways to Construction Employment Initiative:
Linking Workers with Construction Career Opportunities*
Grant amount: \$5,000,000

Construction Industry**The St. Louis Carpenters Joint Apprenticeship Program (MO)**

Eastern Missouri Pathways to Careers in Advanced Manufacturing and Construction Technology
Grant amount: \$2,187,107

YouthBuild USA (30 sites nationwide)

Incarcerated Youth Re-entry Program
Grant amount: \$12,202,600

BACKGROUND

The construction industry was selected for the President's High Growth Job Training Initiative because it is projected to experience substantial employment growth, other sectors of the economy depend on the construction industry to build and maintain the facilities and infrastructure that are vital to their daily operations, and many occupations in construction (e.g. carpenters, electricians) are also integral to other industries, so workforce solutions that target these occupations may benefit other industries as well.

ETA Assistant Secretary Emily Stover DeRocco convened five Executive Forums in Washington, D.C. with leaders in the construction industry to learn more about the industry's workforce challenges. Industry leaders informed ETA that construction is experiencing workforce challenges in four broad areas: image, recruiting, youth skill development, and entry-level and incumbent worker skill development. ETA then hosted a Construction Workforce Solutions Forum where approximately 60 industry leaders identified over 400 potential solutions to the industry's workforce challenges.

The introductory webinar for the construction industry was held on June 14, 2005, and can be found at www.workforce3one.org. An industry report is available on ETA's Web site at www.doleta.gov/brg. For additional background information about the industry's

Executive and Workforce Solutions Forums, and details on the grants, please see the Construction High Growth Industry Profile and the Construction Industry Report prepared for ETA at www.doleta.gov/brg.

Construction Industry Executive Forums

- April 5, 2004, on building construction, in Washington, D.C.
- April 28, 2004, with the Construction Industry Round Table, in Washington, D.C.
- April 29, 2004, on heavy construction, in Washington, D.C.
- April 30, 2004, on heavy construction, in Washington, D.C.
- June 2, 2004, with training directors, in Washington, D.C.

Construction Industry Workforce Solutions Forum

- June 16-17, 2004, in Irving, TX

WORKFORCE ISSUES***Image and outreach to the public***

- Improving the image of the industry in a variety of areas, such as skill requirements, safety, career ladders
- Enhancing the image of the industry with a variety of audiences, such as youth, parents, guidance counselors/educators

Recruitment

- Recruiting youth
- Recruiting from non-traditional labor pools
- Recruiting from traditional labor pools

Construction Industry*Skill development and education and training capacity: Youth*

- Skill levels of youth
- Capacity and capability of education and training providers
- Partnership and information sharing among key stakeholders

Skill development and education and training capacity: Entry-level workers and incumbent workers

- Skill levels of entry-level workers
- Leadership and management skills of incumbent workers
- Capacity and capability of education and training providers
- Partnership and information sharing among key stakeholders

BRG contact

Darren Winham

Energy Industry

ETA IN ACTION

The energy industry remains a critical driver in our nation's economic and national security. ETA's initial investments in energy are currently focusing on training workers and creating products that will be useful for others. ETA recognizes the need for more accurate data on the availability of skilled workers for the energy industry and a clearer understanding of the skills those workers need, including other industries' demand for similarly skilled workers. Therefore, ETA, through the BRG, is pursuing a multi-part strategy to engage industry leaders in meeting the workforce challenges of the industry: first, a comprehensive study on the energy workforce; second, a summit on skilled trades; and third, an active engagement in renewable energy.

A key challenge for the U.S. energy industry is the shortage of skilled craftsmen and utility workers. The energy industry depends on the skilled trades and energy maintenance and line-workers to maintain and expand the energy infrastructure, including maintaining and updating current facilities and building new facilities across the country. Appropriately addressing this challenge will provide workers with high-wage employment opportunities with established career pathways in energy, as well as the construction industry.

In August 2007, ETA, in partnership with industry leaders and the Southern Governors' Association (SGA), held an Energy Skilled Trades Summit in Biloxi, Mississippi. The Summit focused on the critical workforce challenges of the energy and construction industries in the Southeastern United States and helped states develop regional strategies that address these challenges and promote economic growth.

All materials from the Energy Skilled Trades Summit are available online at www.workforce3one.org/content/public/esummit.cfm.

Grant awards

ETA released a second round of funding under the President's High Growth Job Training Initiative for energy in early 2008 with the publication of a Solicitation for Grant Applications (SGA) in the Energy Industry and the Construction and Skilled Trades in the Energy Industry. The SGA outlined criteria for the submission of regionally focused, partnership-based applications that will further implement the Workforce Innovation in Regional Economic Development (WIRED) conceptual framework, while meeting the workforce needs of the energy industry. The solicitation closed on March 25 and awards are expected to be announced summer 2008.

Workforce study

ETA is working with the National Academies to launch a comprehensive study on the energy industry workforce. The Energy Policy Act of 2005, in separate provisions, mandated studies on the availability of skilled workers for the energy industry. The Act directed that the National Academy of Sciences should conduct a study focused on oil, gas, and mining. ETA convened a meeting last summer of federal and industry stakeholders to discuss a scope of work expanded to include electricity production and distribution, including nuclear. Industry partners agree that comprehensive quantitative and qualitative data on the industry's significant workforce challenges will be invaluable as we work with the energy industry, our Federal partners, and other stakeholders including the workforce system to ensure the continued viability of this essential industry.

Energy Industry***Industry engagement***

ETA is continuing its work with leaders in the energy industry to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of energy. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Four of ETA's first generation WIRED regions – Central and Eastern Montana, Denver Metro, Upstate New York, and Mid-Michigan – are targeting the energy industry as a regional economic driver. Two second generation regions – Arkansas Delta and Southeast Michigan – are also focusing on the industry. Finally, six of ETA's third generation WIRED regions – South-Central Idaho, Southeast Missouri, Minnesota Triangle, Central New Jersey, Greater Albuquerque (NM), and Pacific Mountain Washington – are targeting the energy industry and related sectors. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our

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Energy Industry

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- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Outreach

In January 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published *In Demand: Careers in Energy*. The magazine highlights job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available online at www.careervoyages.com/indemandmagazine-energy.cfm.

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States,

and it is also available on line at www.careervoyages.com/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

**Investments as of July 31, 2006:
\$27,093,668 in 11 grants**

Since February 2003, DOL has announced the award of 11 investments totaling more than \$27 million to address the workforce needs of the energy industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the energy industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the energy industry to identify its hiring, training, and retention challenges in its sectors ranging from oil and gas to utilities and mining. For additional information on the energy investments, please visit www.doleta.gov/business.

Alaska Department of Labor and Workforce Development (AK)

Alaska's High Growth Job Training Initiative for the Energy Industry

Grant amount: \$7,000,000

Center for Energy Workforce Development (CEWD) (national)

Meeting the Demand for America's Energy Workforce: Get Into Energy

Grant amount: \$98,270

College of Eastern Utah (UT)

Energy Training Center

Grant amount: \$2,737,804

High Plains Technology Center (OK)

Strengthening the Oil and Gas Industry

Grant amount: \$1,546,463

Energy Industry

Oklahoma Department of Career and Technical Education (OK)

Strengthening the U.S. Upstream Oil and Gas Industry

Grant amount: \$2,363,539

Pennsylvania State University (PA)

Mine Training and Placement Center

Grant amount: \$503,210

San Juan College Regional Training Center (NM)

Oil and Gas Industry Training Project

Grant amount: \$2,113,127

University of Missouri-Columbia (MO)

Center of Excellence for Radiation Protection Technology

Grant Amount: \$2,305,995

West Kentucky Workforce Investment Board (KY)

Kentucky's Demand-Driven Response to the Coal Industry Workforce Crisis

Grant amount \$3,025,260

West Virginia University (WV)

Mine Training and Placement Center

Grant amount: \$3,000,000

Wyoming Department of Workforce Services (WY)

Rocky Mountain Oil and Gas Training Center

Grant amount: \$2,400,000

BACKGROUND

An industry report will be available on ETA's Web site at www.doleta.gov/brg. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Energy High Growth Industry Profile at www.doleta.gov/brg.

Energy Industry Executive Forums

- July 13, 2004, with the Nuclear Energy Institute, in Washington, D.C.

- September 14, 2004, with the Edison Electric Institute and the American Gas Association, in Washington, D.C.
- September 27, 2004, with the National Mining Association, in Las Vegas, NV
- October 18, 2004, with the American Petroleum Institute, in Pasadena, CA
- October 26–27, 2004, with the Independent Petroleum Association of America and Cooperating Associations, in Austin, TX
- March 31, 2005, with the West Virginia Coal Association, in Charleston, WV

Energy Industry Workforce Solutions Forum

- December 14–15, 2004, in Houston, TX
- August 27–28, 2007, in Biloxi, MS

WORKFORCE ISSUES

Preparing for the demographic cliff

- Improving the energy industry's public image
- Increasing available labor pools
- Maintaining a stable labor supply

Education and training programs

- Developing new training programs
- Improving existing programs
- Expanding successful models

Skill development

- Transferring knowledge from the aging workforce
- Preparing entry-level workers
- Developing competency models and career ladders

BRG contact

Darren Winham

Financial Services Industry

ETA IN ACTION

The financial services industry is a critical driver of the nation's economy. Each year, the industry generates over \$2 trillion, representing 20.6 percent of the Gross Domestic Product. ETA, through the BRG, is focused on targeting investments and activities to successfully engage untapped labor pools, including military spouses, individuals with disabilities, and at-risk youth. ETA is also executing strategies to serve industry's needs when companies open new facilities (particularly call centers) and when they transition workers.

Recognizing the impact of the influx of military families in communities affected by military base realignment and closure (BRAC) activities across the country, ETA is committed to developing career pathways for military families in service sector industries to enhance regional economic development. ETA is engaging financial services industry leaders to develop strategies and is pursuing industry partnerships to explore opportunities for targeted workforce solutions.

Grant awards

On July 18, 2006, U.S. Secretary of Labor Elaine L. Chao announced \$6 million in grants to five organizations to prepare workers for careers in the financial services industry. The full press release, including a list of the grantees, is available on the Employment and Training Administration's Web site at www.doleta.gov.

Industry engagement

ETA is working with industry leaders in the financial services industry and the Financial Services Roundtable to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of financial services. The end product will be a competency model

which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

The first generation Workforce Innovation in Regional Economic Development (WIRED) region in Northeast Pennsylvania, and the second generation region in Southwestern Connecticut, are targeting the financial services industry as a regional economic driver. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

Financial Services Industry

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.
- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Outreach

A Webinar for the financial services industry was held on October 16, 2006, and can be found at www.workforce3one.org.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

Investments as of July 31, 2006: \$5,989,023 in five grants

In July 2006, DOL announced the award of five investments totaling nearly \$6 million to address the workforce needs of the financial services industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the financial services industry regarding their efforts to identify challenges and implement effective workforce strategies. For additional information on the financial services investments, please visit www.doleta.gov/business.

Arch Training Center (D.C.)

Bridges to Independence
Grant amount: \$269,193

Connecticut Department of Economic and Community Development/The Workplace, Inc. (CT)

Insurance and Financial Services Center for Educational Excellence
Grant amount: \$2,748,405

Ohio Board of Regents/Jobs for America's Graduates (FL, LA, OH)

Financial Services Jobs for America's Graduates
Grant amount: \$1,178,425

Florida Agency for Workforce Innovation/Tampa Metropolitan Area YMCA (FL)

Transition to Adulthood Project
Grant amount: \$793,000

Financial Services Industry**International Association of Jewish Vocational Services (IAJVS) (CA, NJ)**

Workforce Strategies for the Financial Services Sector: A National Model for Individuals with Disabilities

Grant amount: \$1,000,000

BACKGROUND

Through four Executive Forums and a Workforce Solutions Forum, ETA met with executives from corporations and firms in the banking and insurance sectors, along with representatives of educational institutions and state economic development entities. The information collected over the course of the High Growth Initiative in financial services provides insight into what industry executives identify as their key workforce development concerns. It is clear that there is demand for new workers, recruited from new sources, trained with new skill sets, along with training for incumbent workers to upgrade their skills.

For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Financial Services Industry Profile at www.doleta.gov/brg.

Financial Services Industry Executive Forums

- April 7, 2005, with the Insurance Conference Group, in Naples, FL
- April 19, 2005, in Charlotte, NC
- May 10, 2005, in Long Island City, NY
- May 20, 2005, in Des Moines, IA

Financial Services Industry Solutions Forum

- June 29-30, 2005, in Chicago, IL

WORKFORCE ISSUES***Recruitment and retention***

- Accessing untapped labor pools
- Career awareness and developing a worker pipeline
- Worker retention and life-work balance

Competency models and career ladders and lattices

- Articulating skill needs
- Defining career paths and identifying consistent models

Training: Implementation and service delivery

- Strategies for entry-level and incumbent workers

BRG contact

Megan Baird

Geospatial Technology Industry

ETA IN ACTION

Geospatial technology remains an emerging and evolving industry. Initial engagements with the industry identified baseline workforce challenges, including supporting efforts to ensure that there are enough workers to meet the growing demand for a technical workforce. ETA has since reached out to geospatial technology grantees to dialogue on next steps for industry engagements, including the promotion of ETA's investments to Workforce Innovation in Regional Economic Development (WIRED) regions. In addition, the BRG continues to support an educated and prepared geospatial technology workforce through its science, technology, engineering, and mathematics (STEM) strategy.

Industry engagement

ETA has been working closely with grantees in an attempt to ensure broad acceptance and buy-in of industry definitions developed through ETA investments. During 2008, ETA has provided information and guidance related to our engagement with this evolving industry, specifically through presentations on ETA investments and baseline work in development of a skill competencies framework to the Oceans Research and Resources Advisory Panel (ORRAP).

The first generation WIRED region in Upstate New York, and the second generation region in the Arkansas Delta, are targeting the geospatial technology industry as a regional economic driver. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

ETA is also working to develop a competency framework for use by industries that rely upon an educated and prepared workforce

WORKFORCE SOLUTION

The Geo 21 Project

In partnership with employers, community colleges, and the public workforce investment system, the Geospatial Information & Technology Association (GITA) has worked to develop a consensus definition of the geospatial technology sector to enable a solid understanding of the economic and career opportunities within the industry.

The Geo21 Web site aims to support both educational and public awareness of the geospatial technology industry. The Web site features videos that highlight career profiles of industry leaders, real world applications of geospatial technology, and showcases youth projects that use geospatial technology to better their communities. To learn more about the Geo 21 Project, visit www.workforce3one.org or www.geospatial21.org.

with skills in geospatial technology. This effort builds on existing standards, curricula, and certifications across multiple disciplines. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business,

Geospatial Technology Industry

education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.
- We are also preparing to further educate the workforce development community about our High Growth and Community-

Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.

- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

A High Growth grantee, Kidz Online, participated in the Talent Plaza at Workforce Innovations 2006.

Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at

Geospatial Technology Industry

www.careervoyages.com
/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

Cross-industry activities

ETA's engagement with biotechnology, geospatial technology, homeland security, information technology, and nanotechnology has led to the understanding of shared interdependencies and overlapping competencies, skill needs, and similar workforce challenges. These commonalities provide a unique opportunity within the context of a broader science, technology, engineering, and mathematics (STEM) strategy.

Investments as of June 30, 2006: \$6,438,653 in six grants

Since September 2004, DOL has announced the award of 6 investments totaling over \$6 million to address the workforce needs of the geospatial industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the geospatial industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the geospatial industry to identify its hiring, training, and retention challenges. For additional information on the geospatial investments, please visit www.doleta.gov/business.

Geospatial & Information Technology Association (CO)

Defining and communicating Geospatial Industry Workforce Demand

Grant amount: \$695,362

Institute for GIS Studies (NC, TN)

Geospatial Business Hub Project

Grant amount: \$2,000,000

Kidz Online (CA, VA)

The Geo 21 Project

Grant amount: \$1,000,000

Rancho Santiago Community College District (CA, MO)

A Model for Connecting the Geospatial Technology Industry to Community College Workforce

Development

Grant amount: \$187,939

The University of Southern Mississippi (MS)

Geospatial Technology Apprenticeship Program

Grant amount: \$1,565,227

W.F. Goodling Advanced Skills Center (PA)

Geospatial Imagery Analysis and Practical Applications

Grant amount: \$990,125

BACKGROUND

The geospatial technology industry has been selected as one of 14 targeted industries under the President's High Growth Job Training Initiative primarily because it currently meets many of the criteria for an emerging market sector. The worldwide market for geospatial technologies has enormous potential, with the most frequently quoted growth figures estimating the geospatial market at \$5 billion. This growth is due to many factors, including the industry's importance to national economic and security interests.

Job opportunities in geospatial technology are growing in step with the needs of the industry. General data provided by the Bureau of Labor Statistics (BLS) indicates that the architecture and engineering occupations group, including surveyors, cartographers, photogrammetrists, and surveying technicians, which represent key geospatial occupational categories, is one of the occupational groups projected to have the fastest job growth.

Geospatial Technology Industry

As an emerging industry, geospatial technology encounters a variety of issues common to such industries. There is not yet an industry-wide definition of the scope of the disciplines or the training and credentials required to work in the industry. There is no single organization tracking all relevant jobs within the geospatial industry, and there are no comprehensive job descriptions or salary information for all relevant job opportunities.

The introductory Webinar for the geospatial industry was held on February 15, 2006, and can be found at www.workforce3one.org. An industry report will be available on ETA's Web site at www.doleta.gov/brg. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Geospatial Technology High Growth Industry Profile at www.doleta.gov/brg.

Geospatial Technology Industry Executive Forum

- April 10, 2003, in Colorado Springs, CO

Geospatial Technology Workforce Solutions Forums

- July 24–25, 2003, in Washington, D.C.
- March 9, 2004, in Washington, D.C.

WORKFORCE ISSUES***Skills, competencies, and training***

- Aligning training with industry-developed competency models
- Developing competency models for new applications of geospatial technology
- Preparing entry-level workers with basic skills

Image and outreach to the public

- Data and definition
- Image

Pipeline

- Recruiting young workers through apprenticeship and high school/college/dual-enrollment agreements
- Tapping nontraditional labor pools to diversify the workforce

BRG contact

Brad Wiggins

Health Care Industry

ETA IN ACTION

The health care industry remains a critical driver in regional economies across the nation, and continued efforts to address the critical workforce challenges in the industry is paramount to our nation's competitiveness. ETA will continue to play a role in supporting high-impact, national and regional workforce development solutions that capitalize on industry leaders' expertise to develop scalable, systemic training solutions resulting in a steady stream of skilled nurses and long-term care workers. Specific focus will be given to supporting workforce developing in the key areas highlighted by the industry: 1) regional workforce development strategies for the long-term care sector; 2) model technology-based learning strategies to build nursing education capacity; and 3) system-wide dissemination of best practices to support regional health care workforce development efforts across the country.

ETA is playing a key role in promoting innovative and regional solutions to expanding nursing education capacity. ETA collaborated with the Robert Wood Johnson Foundation, AARP and the Center to Champion Nursing in America, the U.S. Department of Health and Human Services, and the U.S. Department of Education to co-sponsor a National Nursing Education Capacity Summit on June 26-27, 2008. States were invited to assemble teams of key stakeholders to develop strategies to increase education capacity, and submit a letter of application to participate. Eighteen states were chosen to participate in the two-day summit that allowed teams to share best practices, learn about innovative strategies, and develop and refine state plans, on four key capacity areas: 1) Strategic Partnerships and Resource Alignment; 2) The Role of Policy and Regulation; 3) Increasing Faculty Capacity and Diversity; and 4) Education Redesign. ETA is working with

AARP to develop a technical assistance plan to keep the state teams engaged throughout the upcoming year, and provide ongoing assistance to help states address this critical issue.

Long-term Care Initiative

Recognizing the need for ongoing workforce solution development for the health care industry, ETA is playing a leadership role in supporting regional, systemic long-term care workforce development strategies. ETA has developed a comprehensive long-term care investment strategy, which includes competitively awarded grants and targeted technical assistance for both grantees and the workforce system as a whole. On June 26, 2007, ETA announced the award of \$3 million in grants to six organizations to prepare workers for careers in long-term care. Successful applications were drawn from a pool of 77 applicants competing for awards of approximately \$500,000 each. Activities supported by the funded grants include developing a certified nursing assistant (CNA) career track and delivering on-the-job talent development programs; preparing community college students to advance up the nursing career ladder through a number of credential and certification programs; and implementing a direct care worker career pathway. These programs and others will provide talent development solutions that are industry-driven and address the long-term care sector's employment challenges. Programs developed and implemented with the help of today's awards will be part of regional efforts to create pools of qualified workers from which the long-term care industry can draw.

Technology-based learning

Limited capacity of health care training programs across the country is currently one of the nation's most pressing health care workforce challenges. For example, an estimated 150,000

Health Care Industry

qualified nursing school applicants were turned away in 2004. To help address these challenges, ETA is exploring the role of technology-based learning in helping to expand both didactic and clinical training capacity, with a focus on the nursing occupations.

Industry engagement

Both technology-based learning and long-term care priorities were highlighted at Workforce Innovations 2007, along with the role the apprenticeship model can play in helping health care workers advance along career pathways.

ETA is working with industry leaders in the health care industry to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of health care. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Six of ETA's first generation Workforce Innovation in Regional Economic Development (WIRED) regions – Greater Kansas City, Mid-Michigan, Florida's Great Northwest, Piedmont Triad, Western Alabama and Eastern Mississippi, and West Michigan – are targeting the health care industry as a regional economic driver. Two second generation regions – Northern New Jersey and Tennessee Valley – are also focusing on the industry. Four third generation regions – Central Kentucky, South Central and South West Wisconsin, South-Central Kansas, and Southeast Missouri – are targeting the health care

industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

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- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing

Health Care Industry

solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.

- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Two High Growth grantees, Council for Adult and Experiential Learning (CAEL) and Paraprofessional Healthcare Institute, participated in Apprenticeship Plaza at Workforce Innovations 2007.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through

the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3 One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

Two High Growth grantees, Council for Adult and Experiential Learning (CAEL) and Paraprofessional Healthcare Institute, participated in Apprenticeship Plaza at Workforce Innovations 2007.

Outreach

In May 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published *In Demand: Careers in Health Care*. The magazine highlights job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available online at www.careervoyages.com/indemandmagazine-healthcare.cfm.

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available online at

Health Care Industry

www.careervoyages.com/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

Investments as of June 30, 2007: \$46,244,709 in 35 grants

Through multiple forums, ETA has listened to employers, industry associations, labor-management organizations, and others in the health care industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the health care industry to identify its hiring, training, and retention challenges in its sectors ranging from long-term care to allied health, to nurse training. For additional information on the health care investments, please visit www.doleta.gov/business.

1199 SEIU League Grant Corporation (League 1199 SEIU Training / Upgrading Fund)
The Contextualized Literacy Pre-LPN Program
Grant amount: \$192,500

American Health Care Association Foundation (AHCA)
Developing Partnerships and Initiatives to Resolve Long-Term Care Workforce Challenges
Grant amount: \$113,296

Berger Health System
Three-Year University Based Associate Degree Nursing Program On Site At A Rural Community Hospital
Grant amount: \$200,000

Board of Regents of University of Wisconsin (State of Wisconsin)
State of Wisconsin Initiative to Fast Track Nurse Educators
Grant amount: \$1,365,101

Capital Idea
Efficacy of Tutoring to Reduce Health Care Occupation Bottleneck
Grant amount: \$224,088

Capital Workforce Partners
CNA Advancement Initiative
Grant amount: \$506,836

Catalyst Learning
School at Work
Grant amount: \$3,176,000

City of Los Angeles, Community Development Department
Stand and Deliver Youth HGJTI Health Care Project Out-of-School to Career
Grant amount: \$1,196,000

Colorado Department of Labor and Employment
Colorado Workforce Innovation and Technology Demonstration
Grant amount: \$1,600,000

Columbia Gorge Community College
Rural Health Care Job Training Pilot Economic Recovery Demonstration Project
Grant amount: \$1,250,000

Council for Adult and Experiential Learning (CAEL)
Health Care Career Ladder Project
Grant amount: \$2,555,706

CVS Regional Learning Center
CVS Apprenticeship Program and Incumbent Worker Advancement Initiative
Grant amount: \$1,757,981

Evangelical Lutheran Good Samaritan Society - Good Samaritan
Healthcare Career Lattice: A model for enhanced learning
Grant amount: \$1,877,517

Health Care Industry

Excelsior College*Hospice and Palliative Care Certificate*

Grant amount: \$516,154

Florida International University School of Nursing (Board of Trustees)*New Americans in Nursing*

Grant amount: \$1,419,266

HCA Cares (States: Georgia, Colorado, Texas, Florida [Agency for Workforce Innovation])*Health Care Retraining Partnership Initiative*

Grant amount: \$4,541,205

HCA (Hospital Corporation of America)*Specialty Nurse Training*

Grant amount: \$4,000,000

Johns Hopkins Health System*John Hopkins Health System's Incumbent Worker**Career Acceleration Program*

Grant amount: \$3,000,000

Management & Training Corporation*Meeting America's Healthcare Employment Needs:**The Job Corps/Community College Solution*

Grant amount: \$1,500,000

Maryland Department of Labor / Governor's Workforce Investment Board*Maryland Health Care Workforce Initiative*

Grant amount: \$1,500,000

Mississippi Health Association Health Research & Educational Foundation*Mississippi Long-Term Care Initiative*

Grant amount: \$500,000

Neosho County Community College*Rural Kansas R3 Project*

Grant amount: \$495,600

North Carolina Department of Commerce Commission on Workforce Development*Project H.E.A.L.T.H.: Helping Employers and Labor Transition to Health Care*

Grant amount: \$1,500,000

Northwest Michigan Council of Governments*Michigan Direct Care Worker Career Pathway Program*

Grant amount: \$500,000

Orange County Workforce Investment Board (NY)*Hudson Valley Consortium Healthcare Initiative*

Grant amount: \$1,048,300

Paraprofessional Healthcare Institute*Recruitment and Retention of Direct Care Workers*

Grant amount: \$999,902

Pueblo Community College*Pueblo Project Health*

Grant amount: \$715,402

State of Oregon (Dept of Community Colleges & Workforce Development)*Oregon Governor's Healthcare Workforce Initiative*

Grant amount: \$300,000

Tacoma/Pierce County Workforce Development Council*Healthcare Services Business Connection*

Grant amount: \$762,659

United Regional Health Care System*Innovative Solutions for Solving the Healthcare Employment Shortage: Partnership, Recruitment, and Capacity Building*

Grant amount: \$846,325

University of Alaska Anchorage*Long-Term Care Apprenticeship Program*

Grant amount: \$499,988

Health Care Industry**University of Utah***Clinical Faculty Associate Model*

Grant amount: \$871,707

Valley Initiative for Development and Advancement (VIDA)*Growing Our Own*

Grant amount: \$4,000,000

Wisconsin Healthcare Workforce Network*Healthcare Workforce Network*

Grant amount: \$215,600

Workforce Investment Board of Herkimer, Madison and Oneida Counties*Long-Term Care Workforce Development Project*

Grant amount: \$497,576

BACKGROUND

The health care industry is one of the largest and fastest growing industries in the United States. Since 2001, 1.5 million new jobs have been added in the health care services sector, for a total of over 13 million jobs. Nine out of the twenty fastest growing occupations projected for 2000 through 2012 are in the health care industry. Significant workforce supply and demand gaps currently exist across the U.S. that affect acute care, long-term care and primary care health care provider sectors. In all three sectors, these gaps are even more significant in rural America.

Over the course of five Executive Forums, ETA met with senior executives representing a broad cross-section of the health care industry. These forums provide insight into the key workforce development concerns facing industry executives today, including a need for new strategies to recruit and retain workers from a variety of sources, new strategies to expand education capacity, and updated curriculum for new and incumbent workers to reflect today's high-tech health care systems. The following is a chronology of the health care forums that ETA conducted, as well

as a snapshot of the workforce issues that were discussed in those forums.

For additional background information about the health care industry's Executive and Workforce Solutions Forums and details on the grants, please see the Health Care High Growth Industry Profile and the Health Care Industry Report prepared for ETA at www.doleta.gov/brg.

Health Care Executive Forums

- February 24, 2003, with the American Hospital Association, in Chicago, IL
- July 8, 2003, with the National Rural Health Association, in Washington, D.C.
- August 4, 2003, with the American Health Care Association, in Albuquerque, NM
- August 18, 2003, with the American Society for Healthcare Human Resources, in Administration, in Denver, CO
- September 22, 2003, with the American Association of Homes and Services for the Aging, in Washington, D.C.

Health Care Industry Workforce Solutions Forums

- October 24, 2003, in Washington, D.C.
- October 29, 2003, in Salt Lake City, UT
- October 31, 2003, in Chicago, IL
- June 26-27, 2008, in Arlington, VA

WORKFORCE ISSUES**Pipeline: Recruitment and retention**

- Increasing available labor pool
- Increasing diversity and seeking workers from non-traditional labor pools
- Reducing turnover

Health Care Industry***Skill development***

- Preparing entry-level workers
- Training incumbent workers
- Filling need for targeted and specialized areas of skills

Capacity of education and training providers

- Filling the need for academic and clinical instructors
- Filling the need for facilities and resources
- Aligning employer requirements and curricula

Sustainability: Infrastructure, leadership, and policy

- Filling the need for sustainable partnerships at national, state, and local levels
- Locating opportunities to leverage funding and other resources

The introductory Webinar for the health care industry was held on March 29, 2005, and a focused Webinar on the long-term care sector of the industry was held on October 23, 2006. Both Webinars can be found at www.workforce3one.org. An industry report is available on ETA's Web site at www.doleta.gov/brg.

BRG contact

Dana Gumbs

Hospitality Industry

ETA IN ACTION

ETA recognizes the critical contribution that service industries play in developing future workers. Many workers enter employment in hospitality or another sector of the service economy. Since the industry serves as a training ground for so many sectors of the economy, it is important to articulate strong competencies as well as career ladders and lattices.

Recognizing the impact of the influx of military families in communities affected by military base realignment and closure (BRAC) activities across the country, ETA is committed to developing career pathways for military families in portable careers with transferable skills, like those found in the service sector, to enhance regional economic development. ETA is engaging hospitality industry leaders to develop strategies and is pursuing industry partnerships to explore opportunities for targeted workforce solutions.

ETA also recognizes the 24/7 nature of employment in the hospitality industry. Through the Technology Based Learning group, ETA will support efforts to offer alternative pathways to employment.

Industry engagement

Over the course of the President's High Growth Job Training Initiative for hospitality, ETA learned about the need to articulate the skills and competencies needed for successful careers in the industry. In particular, ETA targeted the skills and competencies required in the hotel and lodging sector of the hospitality industry. ETA partnered with the American Hotel and Lodging Association (AH&LA) who worked with their membership and partners to validate the competency model. The Hospitality (Hotel and Lodging) Competency

Model seeks to foster stronger communication between employers and education and training providers in the design and development of training programs in the hospitality industry and to promote the development and expansion of seamless career pathways for both America's workers and students. ETA will engage with other sectors of the hospitality industry to develop and validate competency models in those sectors. ETA and AH&LA are committed to working with industry partners to promote use of the new competency model and to spread the word about current and future skill needs in the hotel and lodging sector.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

Hospitality Industry

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.
- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Two High Growth grantees, Johnson & Wales University and LaGuardia Community College, participated in the Talent Plaza at Workforce Innovations 2006. In addition, AH&LA was part of a learning lab on service industries as an engine for regional economic development.

Outreach

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

**Investments as of July 31, 2006:
\$4,358,544 in four grants**

Since February 2003, DOL has announced the award of four investments totaling over \$4 million to address the workforce needs of the hospitality industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the hospitality industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the hospitality industry to identify its hiring, training, and retention challenges in its sectors ranging from resorts to restaurants. For additional information on the hospitality investments, please visit www.doleta.gov/business.

Johnson & Wales University (national)

Hospitality Career Spotlight

Grant amount: \$977,992

LaGuardia Community College (NY)

Hotel TEACH

Grant amount: \$494,386

National Restaurant Association Educational Foundation (national)

Hospitality Business Alliance/ProStart

School-to-Career

Grant amount: \$1,765,000

Hospitality Industry**Southern Nevada Workforce Investment Board (NV)***Front Line Skills Certification*

Grant amount: \$1,121,166

BACKGROUND

The hospitality industry is projected to add more than 1.6 million new jobs to the economy between 2002 and 2012. It is a key entry point or “gateway” into the labor force, and many workers learn basic foundational skills, such as customer service, punctuality and responsibility, from their early work experiences in the hospitality industry.

The industry provides job seekers with a variety of career opportunities. Growth is projected for occupations throughout the sector, in occupations ranging from food service cooks to hotel desk clerks. Positions have varying education and training requirements, ranging from short term on-the-job training to associate or bachelor’s degree programs. Hospitality is truly a national industry, with job opportunities available throughout the country.

The introductory Webinar for the hospitality industry was held on August 31, 2005, and can be found at www.workforce3one.org. An industry report will be available on ETA’s Web site at www.doleta.gov/brg. For additional background information about the industry’s Executive and Workforce Solutions Forums and details on the grants, please see the Hospitality High Growth Industry Profile at www.doleta.gov/brg.

Hospitality Industry Executive Forums

- January 10, 2004, with the National Restaurant Association, in Key Biscayne, FL

- August 4, 2004, with the American Hotel and Lodging Association, in Washington, D.C.

Hospitality Industry Workforce Solutions Forum

- September 27–28, 2004, in Las Vegas, NV

WORKFORCE ISSUES***Image and outreach***

Countering the negative stereotypes
Promoting the range of job opportunities available and career ladders and lattices

Recruitment and retention

- Expanding the youth labor pool
Targeting untapped labor pools (older workers, transitioning military and their spouses, veterans, individuals with disabilities, ex-offenders, dislocated workers transitioning from other industries)
- Reducing turnover

Training and skill needs

- Developing consistent training models and skill certifications
- Addressing language skills in the workplace
- Improving “soft skills” of entry-level workers

BRG contact

Joanne Winter

Information Technology Industry

ETA IN ACTION

ETA continues to shepherd the small group of information technology industry grants toward completion, encouraging sustainability strategies, and seeking new and innovative replication strategies to ensure the broad dissemination of grant products and best practices. In addition, the BRG will pursue opportunities to link existing information technology grantees and grant products to Workforce Innovation in Regional Economic Development (WIRED) regions that are seeking to develop information technology as a strategy for regional economic development.

Industry engagement

ETA's engagement with the information technology industry has been focused on the continued guidance of three investments made through the High Growth Job Training Initiative. At present, ETA is initiating efforts to link the small information technology community of grantees to the geospatial stakeholders from both the High Growth Job Training Initiative and Community-Based Job Training Grants, due to the commonality found within the end-user communities. The goal of this linkage is to highlight best practices and facilitate cross-project dialogue to encourage knowledge transfer among grantees.

ETA is also conducting a series of forums in cooperation with the Information Technology Association of America (ITAA) to develop a competency model framework for use by industry and educators. This effort builds on existing standards, curricula, and certifications across multiple disciplines. The primary purpose of each forum is to bring together industry and education leaders in the IT field to get both their input on the model as well as to

WORKFORCE SOLUTION

A New Understanding of Apprenticeship

In June 2003, ETA awarded \$2,818,795 to the Computing Technology Industry Association (CompTIA) to support the development and implementation of a National Information Technology Apprenticeship System (NITAS), a competency-based apprenticeship methodology that supports consistent and flexible credentialing for the career development and advancement of IT workers.

As a result of this investment, CompTIA developed the NITAS Skill Validation Tool, a web-based program management tool available to all employers to use in training their IT workers. The Web site provides tools for tracking on-the-job-training progress of registered apprentices, based on existing competency standards. This site can be adapted for any "apprenticeable" occupation with competency-based on-the-job training standards. For more information on this workforce solution, visit www.workforce3one.org or <http://www.nitas.us/>.

develop a community of practice (COP) which will maintain the model that is developed.

The competency model is ultimately intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Existing partnerships with the major industry associations, Information Technology As-

Information Technology Industry

sociation of America and CompTIA, are being leveraged to ensure close collaboration that will lead to an industry recognized model.

Four of ETA's first generation WIRED regions – Denver Metro, Florida's Great Northwest, Northeast Pennsylvania, and Up-state New York – are targeting the information technology industry as a regional economic driver. Two second generation regions – Appalachian Ohio and the Tennessee Valley – are targeting the industry as well, while one third generation region – Southern Arizona – is also focusing on the information technology industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation's workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.
- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.
- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Information Technology Industry

A High Growth grantee, the State of Arizona Department of Commerce, and its industry partner IBM, participated in the Talent Plaza at Workforce Innovations 2006.

Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available online at www.careervoyages.com/indemandmagazine-stem.cfm.

Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

**Investments as of July 31, 2006:
\$7,816,982 in three grants**

Since June 2003, DOL has announced the award of three investments totaling nearly \$8 million to address the workforce needs of the information technology industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the information technology industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the information technology industry to identify its hiring, training, and retention challenges. For additional information on the

information technology investments, please visit www.doleta.gov/business.

**Computing Technology Industry Association (AZ, CA, FL, IL, KS, NJ, NY, ND, TX, WA)
National Information Technology Apprenticeship System (NITAS)**

Grant amount: \$2,818,795

State of Arizona (AZ)

The Arizona Information Technology Skills Training Initiative

Grant amount: \$3,403,168.

State of Vermont (VT)

Vermont Governors IT Training Initiative

Grant amount: \$1,595,019

BACKGROUND

According to the Bureau of Economic Analysis, information technology (IT) is not a distinct industry; rather, it is a subset of manufacturing, transportation, and business services. IT was selected as a high-growth industry because the Bureau of Labor Statistics projects that 8 of the top 10 fastest-growing occupations between 2000 and 2010 are IT-related. Although there are currently regional surpluses of IT workers and the industry is experiencing a contraction, the industry as a whole will require over a million new workers by 2010.

For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Information Technology High Growth Industry Profile at www.doleta.gov/brg.

**Information Technology Industry
Executive Forum**

- February 26, 2004, with CompTIA, in Oakbrook Terrace, IL

WORKFORCE ISSUES

Outsourcing

There is concern about federal, state, and local government policy proposals that may restrict overseas outsourcing where labor costs are lower. Some companies move jobs overseas to remain competitive by managing labor costs. Others are opening new markets overseas for their products and hiring local employees as an incentive and an accommodation.

Government resources

Some stakeholders believe that the government can offer tax relief to small businesses for training their incumbent workers toward IT certification.

Role of government in industry's workforce initiatives

Stakeholders also believe that government could serve as an honest broker for specific issues such as promotion and image, forecasting the future of the workforce and training needs. This could be a task for the public education system, where children could be introduced to the new, dynamic global workplace and learn more about the current business culture.

Skills and training

Over 90 percent of IT workers are employed outside the IT industry, which makes it necessary for them to have complementary training in their respective business sectors such as health care, manufacturing, or financial services. Employers are also looking for well-developed soft skills, transferable IT skills and adaptability in their workforce. Incumbent training programs may help in this respect, as could community colleges.

BRG contact

Michelle Massie

Retail Trade Industry

ETA IN ACTION

In response to discussion with industry leaders, the BRG has worked with industry to develop a retail strategy for the coming year that will promote and replicate industry-developed training and disseminate the industry-developed competency model. Industry is in a unique position to provide technical assistance to BRG in disseminating and embedding use of the products in the workforce system and its partners to meet industry demand because of the established relationships, tools, programs and commitment they possess.

ETA recognizes the critical contribution that service industries play in creating future workers. Many workers enter employment in hospitality or another sector of the service economy. Since the industry serves as a training ground for so many sectors of the economy, it is important to articulate strong competencies as well as career ladders and lattices.

Industry engagement

ETA worked with industry leaders throughout 2006 to develop a framework for foundation and technical competencies in the retail industry as a whole. Industry partners, including NRF Foundation, Toys “R” Us, Saks, The Home Depot, and CVS were convened to shape and develop the model. This effort built upon existing national and state skills standards, curriculum and certifications. The final product is a framework for a competency model and is intended to reduce duplication of effort, and free up resources, time, and energy for innovative development that can keep up with the pace of changing requirements of specific regions or employers. The framework was launched in May 2007, and is available via the Competency Model Clearinghouse Web site.

ETA’s second generation Workforce Innovation in Regional Economic Development (WIRED) region in Northern New Jersey is targeting the retail industry as a regional economic driver. The BRG is supporting this region with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

Dissemination

ETA will maximize the investments resulting from The President’s High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA’s capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new “Workforce Solutions Tab,” where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

ETA is sharing the products widely to enable others to replicate and adapt these products and further stimulate innovation and creative response to the nation’s workforce challenges. We are currently tracking over 1,000 products across our High Growth and Community-Based investments.

The following is a summary of our national dissemination activities to date:

- In 2007, ETA disseminated a Solutions CD set with over 125 products and a directory to over 4,200 community colleges, State Workforce Agencies, Governors, grantees, and WIRED regions nationwide. Some examples of solutions include industry-defined competencies, curriculum, career

Retail Trade Industry

ladders, and strategic partnership models for solving complex workforce issues.

- In July 2008, ETA disseminated a comprehensive catalogue to over 2,500 attendees at ETA's annual Workforce Innovations Conference. This catalogue features 180 brand new workforce solutions along with over 120 existing solutions. Attendees at this conference include state and local workforce development professionals, representatives from community and faith-based organizations, community colleges, federal agencies, and business and industry.
- We are also preparing to further educate the workforce development community about our High Growth and Community-Based Workforce Solutions through a Training Employment Notice (TEN). The purpose of the TEN is to inform our workforce system colleagues about these solutions including what they are, how they can add value to their region's goals and priorities, and where they can be found. The TEN also provides examples for how a workforce area might replicate or adapt these solutions to further stimulate innovation and response to our nation's workforce challenges.
- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Outreach

A small grant was awarded to NRFF to develop career awareness videos about the retail industry. The videos are being prepared for posting on Career Voyages.

Additional information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site.

**Investments as of July 31, 2006:
\$5,164,900 in three grants**

Since May 2003, DOL has announced the award of three investments totaling over \$5 million to address the workforce needs of the retail industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the retail industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the retail industry to identify its hiring, training, and retention challenges. For additional information on the retail investments, please visit www.doleta.gov/business.

**National Retail Federation Foundation
(national)**

Extreme Makeover: Retail Careers in the Spotlight
Grant amount: \$99,900

**National Retail Federation Foundation
(national)**

NRF Foundation Retail Demonstration
Grant amount: \$2,815,000

**National Retail Federation Foundation
(national)**

Retail Learning Leadership Initiative
Grant amount: \$2,250,000

BACKGROUND

The retail trade industry is predicted to add 2.1 million new jobs between 2002 and 2012, an increase of 14 percent. Like the hospitality industry, retail is a critical point of entry, or "gateway," into the labor force, and provides workers with foundational skills in customer service, punctuality, and responsibility. The industry offers substantial employment opportunities in part-time and temporary work, as well as in a wide variety of formats ranging

Retail Trade Industry

from small, independent retailers to national and multinational retail chains. Experience and education can lead to an array of retail management, store support, and corporate-level career ladders.

The introductory Webinar for the retail industry was held on April 13, 2005, and can be found at www.workforce3one.org. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Retail High Growth Industry Profile at www.doleta.gov/brg.

Retail Trade Industry Executive Forum

- January 14, 2003, with the National Retail Federation, in New York, NY

WORKFORCE ISSUES***Pipeline: Career ladders and lattices***

The retail trade industry is a dynamic field with diverse career ladders, a wide range of employee benefits, and on-the-job training that is increasingly driven by high-end technology that requires advanced skills. Employers recruit job candidates from community colleges and universities and train incumbent workers to upgrade their skills for career advancement.

Pipeline: Recruitment and retention

Retail trade employers struggle to attract and retain the best and brightest employees because of the misperception that jobs are low-wage and lack growth potential. In reality, today's retail trade careers are more than just cashier and sales associate positions; they encompass information technology, marketing, communications, loss prevention, finance, and merchandise sourcing.

Pipeline: Diversity

In an increasingly diverse society, multilingual employees are desirable. Retailers are customer service-driven and need workers to speak the languages of their customer base. Limited English Proficiency (LEP) is a problem as workers may speak the language of customers, but lack basic English language and literacy skills to perform all job functions.

Competency Models

The retail industry has started work on initial training models and skills certifications. ETA is developing a dissemination strategy for the competency models.

BRG contact

Joanne Winter

Transportation Industry

ETA IN ACTION

The transportation industry is projected to experience a significant increase in total employment, and other sectors and industries depend on it to transport their workers, as well as the goods and materials on which they rely. In an effort to help ensure the continued health of the industry, and provide workers with career opportunities and pathways in the industry, ETA has worked with industry stakeholders to identify the workforce challenges facing the industry and invested in several innovative workforce solutions that target these needs.

Building off of these initial efforts, ETA's future activities targeted at the transportation industry will include enhancing partnerships with leading transportation industry associations with a focus on sharing workforce resources they have developed for their members and partners with the workforce system and its partners, and connecting their state chapters and members to workforce investment boards and One-Stop Career Centers. ETA will also identify and address key barriers limiting the implementation by workforce investment boards of industry-supported training funds targeted at truck driver training, then exploring options for piloting a training fund in at least one locality. ETA is also seeking to address key policy and programmatic challenges that limit One-Stop Career Centers from collaborating with national trucking carriers.

Industry engagement

ETA recently launched an initiative to identify and disseminate promising technology-based learning solutions. In support of these efforts, the BRG completed comprehensive research on technology-based learning solutions that are currently being utilized in the trucking sector, as well as solutions that will be implemented

in the future. This research will help inform ETA's technology-based learning solutions initiative, and helps ensure that ETA has a comprehensive understanding of some of the key technology-based learning solutions being implemented in high growth industries.

ETA launched efforts to partner with the U.S. Department of Transportation (DOT) in support of the Workforce Innovation in Regional Economic Development (WIRED) initiative. In pursuit of these efforts, Assistant Secretary DeRocco met with DOT's Assistant Secretary for Transportation Policy to explore opportunities for partnership. Since then, ETA's federal liaisons for transportation have continued to work with DOT on exploring potential partnerships. ETA has also completed research on a wide array of DOT programs, and met with staff from DOT's Federal Highway Administration and Federal Transit Administration to explore partnership opportunities.

ETA is working with industry leaders in the transportation industry to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of transportation. ETA, on the advice of industry leaders, broadened the scope of its framework to include competences in transportation, distribution, and logistics (TDL). The end product will be a competency model in TDL. The competency model is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Transportation Industry

Two of ETA's first generation WIRED regions – The Piedmont Triangle North Carolina and Western Alabama and Eastern Mississippi – are targeting the transportation industry as a regional economic driver. Two second generation regions, Arkansas Delta and Northern New Jersey, are also focusing on the industry. Finally, three third generation regions – Central Kentucky, Southeast Missouri, and Southeastern Virginia – are targeting the transportation industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

In March 2008, ETA held a two-day WIRED Transportation, Distribution, and Logistics Institute in Memphis, Tennessee. The Institute was designed to offer an intensive learning environment with a focus on current and future TDL industry trends, technologies, and infrastructure requirements, and their impact on talent development in key industry areas. Attendees had an opportunity to hear from high-level industry experts as well as federal partners and WIRED regions.

Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with business, education, and workforce system communities. ETA's capacity building Web site, www.workforce3one.org, showcases these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type, high growth industry, and state. In addition, many of our grantee solutions are featured in a Workforce3 One monthly newsletter.

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Transportation Industry

- In 2008-2009 we will continue to collect grantee solutions and make them available on Workforce3 One. The focus will be on collecting high-quality materials, spotlighting best practices across industries via Webinars and conference presentations, and continuing to share products with stakeholders as appropriate.

Two High Growth grantees, Paul Hall Institute of Human Development and United Parcel Service of America (UPS), participated in the Talent Plaza at Workforce Innovations 2006.

A High Growth grantee, UPS, participated in the Apprenticeship Plaza at Workforce Innovations 2007.

Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available online at www.careervoyages.com/indemandmagazine-stem.cfm.

**Investments as of June 30, 2007:
\$7,640,243 in four grants**

Since October 15, 2005, DOL has announced the award of four investments totaling over

\$7.5 million to address the workforce needs of the transportation industry. Through multiple forums, ETA has listened to employers, industry associations, labor-management organizations, and others in the transportation industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the transportation industry to identify its hiring, training, and retention challenges in its sectors from maintenance to manufacturing. For additional information on the transportation investments, please visit www.doleta.gov/business.

Arkansas Department of Workforce Services (AR)

Transportation and Logistics Career Pathway Project

Grant amount: \$1,350,665

Community Transportation Development Center (CTDC) (D.C., GA, OH, MD, PA, UT)

Building Capacity for Transit Workforce Development: Developing Standards, Models and Systems for Transit Training and Apprenticeship

Grant amount: \$2,000,000

Paul Hall Institute of Human Development (AL, AK, FL, HI, LA, MD, MS, TX)

Job Training and Maritime Retention Program

Grant amount: \$2,499,618

United Parcel Service of America (UPS) (nationwide)

Transportation Learning Methodology for "Generation X and Y" Driver Service Providers

Grant amount: \$1,789,970

BACKGROUND

Transportation was one of the industries targeted through the President's High Growth Job Training Initiative because it is projected to experience substantial employment growth, and other sectors and industries depend on it to transport their goods and workers.

Transportation Industry

Assistant Secretary DeRocco convened two Executive Forums in Washington, D.C. with leaders in the transportation industry to learn more about the industry's workforce challenges. Industry leaders informed ETA that transportation is experiencing workforce challenges in four general areas: image, outreach, and recruitment; retention and advancement; training entry-level workers; and training incumbent workers. ETA then hosted a Transportation Workforce Solutions Forum where over 60 industry leaders identified over 140 potential solutions to the industry's workforce challenges.

Based on the challenges identified by the transportation industry, DOL has made a series of investments totaling more than \$6 million to implement a range of solutions, including helping high school, technical school, and community college graduates successfully enter the transportation industry; creating industry standards, and systems for apprenticeship, training, and skill certification in the transit sector; developing comprehensive, competency-based training programs for entry-level workers; and creating models of safety simulation and gaming software that can be used to enhance the learning of younger workers. The demonstrations address the needs of the industry broadly, as well as those of specific industry sectors.

The introductory Webinar for the transportation industry was held on December 13, 2005, and can be found at www.workforce3one.org. An industry report will be available on ETA's Web site at www.doleta.gov/brg. Information will continue to be provided to the Career Voyages (www.careervoyages.gov) Web site. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Transportation High Growth Industry Profile at www.doleta.gov/brg.

Transportation Industry Executive Forums

- September 14, 2004, on freight transportation, warehousing and logistics, in Washington, D.C.
- September 30, 2004, on transit and ground passenger transportation, in Washington, D.C.

Transportation Industry Workforce Solutions Forum

- November 16-17, 2004, in Austin, TX

WORKFORCE ISSUES**Image, outreach, and recruitment**

- Image
- Youth pipeline
- Untapped labor pools (dislocated workers, transitioning military, veterans, individuals with disabilities)

Retention and advancement

- Entry-level retention
- Developing competency models and career ladders
- Management retention

Training: Entry-level workers

- Addressing skill needs
- Developing training models and skill certifications
- Overcoming barriers to training (cost, geographic accessibility, time for training)

Training: Incumbent workers

- Addressing skill needs
- Developing training models and skill certifications

Transportation Industry

- Overcoming barriers to training (cost, time for training)

BRG contact

Michelle Massie

Summary of Activities

BACKGROUND

The Community-Based Job Training Grants continue the work of the High Growth Job Training Initiative by incorporating its focus on high-growth, high-demand industries and its emphasis on the role of strategic partnerships in workforce development. The Community-Based Job Training Grants highlight the critical role community colleges play as partners in a demand-driven workforce investment system and support community efforts to link training initiatives to the skill demands of local and regional employers. As a result, activities are leading to an increased number of high-growth, high-demand firms being supported by the local or regional workforce and education systems, and more individuals being trained and employed in high-growth, high-demand sectors.

Community and technical colleges represent a critical 21st century training resource for workers needing to attain, retool, refine, and broaden their skills to meet industry demand. However, community college leaders and industry executives report that many community colleges are unable to meet their local and regional demand for training because of critical capacity constraints. These capacity constraints occur when community colleges lack sufficient resources to support training facilities and equipment, curriculum development, faculty appointments, clinical experiences, and/or other elements that are necessary to provide either the volume or quality of training that industry requires. Despite rising application rates, the reality of current state and local budgets often prevents colleges from funding the programs, faculty, and student services they need to be responsive to local and regional workforce demands. The Community-Based Job Training Grants address this critical capacity issue.

INVESTMENT SUCCESS

Adapting Workforce Solutions to Meet the Needs of Regions

Calhoun Community College is using its Alternate Health Education Asynchronous Delivery (AHEAD) program to offer students training for new career opportunities in nursing, surgical technology, radiography, and clinical laboratory technology. The program, funded through a Community-Based Job Training Grant, is designed to increase the community college partners' capacity by offering an extended consortium of healthcare programs through shared resources and web-based instruction. Through this grant, Calhoun developed the Delayed Progression Nursing Program. This redesigned nursing program provides an alternative learning format using video-streaming technology that allows student to view lecture content on the internet or by podcast.

As a result of this investment, several regions across the country have adapted workforce solutions developed by Calhoun Community College. Central Alabama and Southern Union Community Colleges adopted Calhoun's Delayed Progression Nursing Program in its entirety, modifying the education schedule to meet the needs of working adults. In addition, the expanded enrollment at Calhoun Community College has led to an increased number of healthcare professionals in response to industry needs and ready for employment.

Summary of Activities

ETA IN ACTION

Grant awards

Secretary Chao has announced three rounds of Community-Based Job Training Grants:

- On October 19, 2005, for \$125 million to 70 community colleges
- On December 11, 2006, for \$125 million to 72 community colleges
- On March 11, 2008, for \$125 million to 69 community colleges

In these rounds of grants, 46 states now host projects: Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, and Wyoming.

For additional information on these investments, please visit www.doleta.gov/business/Community-BasedJobTrainingGrants.cfm.

ETA anticipates announcing a fourth solicitation of Community-Based Job Training grants during the second half of 2008.

Technical assistance

ETA has actively worked with Community-Based grantees and their partners to provide technical assistance and project support. ETA provides technical assistance to these investments to ensure they successfully meet their outcomes. ETA's vision is to expand the workforce system and its partners' capacity to respond effectively to economic needs at the

local, state, and regional levels, and to develop talent to compete in our global economy.

This assistance includes new grantee orientations, peer networking group calls, fiscal and performance reporting training, and other means to share implementation, expansion, and sustainability challenges and strategies. Community-Based Job Training Grantees participated in the regionally-hosted ETA Performance and Reporting Summits in Dallas, TX, Atlanta, GA, and Mesa, AZ conducted in August and September. These summits including targeted workshops to train grantees on setting up performance reporting systems, common measures reporting, and in preparing a quality narrative report.

ETA has conducted internal communications to connect Federal staff from various offices with Federal Project Officers for the Community-Based Job Training Grants. The intent is to better integrate all workforce preparation programs and expand the technical assistance resources and networking and information sharing opportunities available to all of ETA's grantees.

ETA contact

Vivian Luna

Business Engagement Initiatives

BRAC, VETERANS, AND MILITARY SPOUSES

ETA is committed to serving our nation's veterans and military spouses, our "heroes at home," by ensuring they have access to services and resources to help them reach the education and skill attainment they need for good jobs and career pathways in the 21st-century economy. Equally, ETA is actively working to connect veterans and military spouses to employers that offer those jobs and careers.

Many employers seek out veterans and military spouses for their unique talents and work ethic. ETA's business engagement strategy is focused on helping these businesses to find and recruit these populations as an important part of their human resources strategy. ETA has a particular focus on military spouses, who need portable skills designed to help them grow their careers in a mobile environment and also need to reenter the workforce when called upon to change locations; and veterans, particularly those who have been wounded in battle.

ETA will continue to focus on ensuring that the public workforce system is maximizing its outreach to veterans and military spouses and is fully implementing the "Key to Career Success" campaign. In addition, we are partnering with the Veterans' Employment and Training Service (VETS) and the Advisory Committee on Veterans' Employment, Training, and Employer Outreach (ACVETEO) to provide targeted resources and outreach materials for employers to access these populations.

Summits and targeted events

ETA has worked extensively to support hiring events for employers and job-seekers. For the National Veterans Employment Summit and Job Fair on November 9, 2006, ETA developed a

panel presentation for employers on One-Stop Career Centers as a resource for recruiting and hiring veterans and military spouses. Three ETA partners—CVS, The Home Depot, and Werner Enterprises—lent their expertise to the panel. In addition, the American Hotel & Lodging Association kicked off the job fair with a presentation at a ribbon-cutting ceremony. Several ETA partners had booths at the job fair and reported success in recruiting candidates for their hourly, management, and professional positions.

On January 9-11, 2007, ETA hosted a Base Realignment and Closure (BRAC) conference for the public workforce system and Department of Defense (DoD) officials. The BRG organized an industry panel session for the conference, which provided information on portable careers and training opportunities for military spouses and families. The panel included representatives from the Medical Transcription Industry Association (MTIA), RE/MAX International, and Intercontinental Hotels representing the American Hotel and Lodging Association.

A Webinar, co-hosted by ETA and DoD, was held in February 2007 to inform employers about this important source of talent and resources they can use to locate, recruit, hire, and retain military spouses. The Webinar provided information on best practices developed by Manpower and RE/MAX International. As a follow up to the Webinar, the BRG solicited information on the challenges employers are facing in hiring this population group and potential additional assistance ETA can provide.

In March, 2008, ETA hosted a BRAC conference for the public workforce system and DoD officials. The BRG organized sessions for the conference, which will provide information on portable careers and training opportunities for military spouses and families.

Business Engagement Activities**Partnerships**

Several of ETA's business partners have expressed an interest in recruiting military spouses. In particular, ETA and the Veterans Employment and Training Service have engaged with the American Hotel & Lodging Association about a pilot partnership for military spouses centered around a BRAC location that is gaining military personnel. ETA has also targeted the financial services industry about opportunities for hiring military spouses.

Many partners have established or expanded recruitment efforts to hire veterans. These include The Home Depot, which has hired more than 45,000 veterans through its "Operation Career Front," Werner Enterprises, which has an innovative apprenticeship program that is designed to meet the needs of returning veterans, and Manpower, through its "Injured Warrior Initiative."

ETA continues to engage the transportation industry in its consideration of veterans as a source of skilled workers. In particular, ETA has consulted with trucking companies about improving the career prospects of military service members with active-duty truck driving experience. As a result of this engagement, ETA is pursuing strategies to help veterans with related experience to obtain a commercial driver's license.

FAITH-BASED AND COMMUNITY INITIATIVES

Faith-based and community initiatives are an important resource for employers. In many cases, they are a source of referrals to company recruitment, and they can be training partners for entry-level and incumbent workers. Frequently, when companies are interested in tapping into new populations — or when they are addressing their employees' needs for English language instruction, transportation,

child care, or other critical issues — they are well served by connecting to organizations that operate in their local communities. ETA recognizes the important functions of these organizations and is working in concert with the Office of Faith-Based and Community Initiatives (OFBCI) to help employers to leverage this network.

Partnerships

OFBCI and the BRG participated in a seminar by CVS on "Achieving Business Partnerships of Excellence," specifically focusing on government, faith-based, and community organizations.

The OFBCI and ETA have shared technical assistance and support to grantees and stakeholders. ETA has shared technical assistance strategies (such as Peer Networking Group calls, Strategic Networking Group calls, and topical Webinars). The offices have also brainstormed approaches for connecting faith-based grantees to the public workforce system and to local employers.

ETA worked to support the OFBCI's efforts in working with ex-offenders returning to the Washington, D.C., area, including helping to forge connections with the public workforce system.

ETA worked with the OFBCI to develop a joint Webinar for faith-based and community organizations on partnering with the public workforce system. The purpose of the Webinar was to inform the faith-based community about the road to WIRED, as well as share promising practices for building strategic partnerships with the workforce system. In addition, participants learned more about technical assistance resources, such as Workforce3 One and Career Voyages to support their work. The Webinar aired on December 1, 2006, and included over 100 participants.

Business Engagement Activities**INDIVIDUALS WITH DISABILITIES**

Almost 20 percent of the population has some level of disability. In fact, the percentage of people with disabilities is larger than any single ethnic, racial, or cultural group in the county. As the population ages, more people will be likely to acquire a disability. People with disabilities constitute a qualified, largely untapped labor pool which could significantly contribute to addressing the shortage of qualified workers. Of the people with disabilities who are unemployed, two-thirds would rather be working.

Employers have recognized the value of individuals with disabilities as a key source of skilled workers. ETA is engaging with businesses that are interested in expanding their recruitment and retention for individuals with disabilities. The goal of this outreach is to foster seamless delivery of services for employers through the public workforce system, as well as to identify successful practices for tapping this untapped labor pool in regional economic development strategies. Part of the outreach includes working to ensure that Disability Program Navigators are strongly linked to industry and the ongoing business engagement activities conducted throughout the public workforce system.

Partnerships

Several of ETA's business partners have developed strategies for increasing their recruitment and retention of individuals with disabilities. ETA awarded a High Growth Job Training Initiative grant to the International Association of Jewish Vocational Services (JVS) for its national model to recruit and train individuals with disabilities. Through the grant, JVS will build the capacity of the banking sector to attract, employ, and retain workers with disabilities at three demonstration sites through pre-employment assessment, training, and mentoring.

On October 26, 2006, the Secretary awarded a New Freedom Initiative Award to CVS for its innovative program to create opportunities for adults with developmental disabilities by partnering with New Vision Photography in the Washington, D.C. area. Participants in the nine-week training program, which has been duplicated in other markets, learned photo skills to prepare them to intern in the photography departments of local CVS stores. At the end of the program, all participants were hired as CVS employees. CVS also partners with national organizations such as Goodwill Industries and state agencies, as well as school programs dedicated to serving persons with disabilities. In one tri-state area partnership, CVS hired 55 people with significant disabilities.

ETA has served on interoffice workgroups focused on services to businesses seeking information and assistance on hiring and retaining individuals with disabilities, including psychiatric disabilities. Furthermore, the Office of Disability Employment Policy invited the participation of ETA staff in developing the scope and potential research subjects for a study on community colleges serving individuals with disabilities.

ETA had representatives at the Rehabilitation Service Administration's National Employment Conference on August 21, 2006, who presented demand-driven activities.

YOUTH PIPELINE

Many employers are facing an acute shortage of talent and are turning to youth as a pipeline of workers. Some industries in particular, such as advanced manufacturing and energy, are suffering from the "demographic cliff" — a large percentage of their workforce will be retiring, leaving a growing need for replacement workers and for training to help them gain the skills that their retiring cohorts had attained. Although employers often cite the need to develop

Business Engagement Activities

a youth pipeline, they also often cite a number of barriers to this strategy, from soft skills such as work attitude, dress, and punctuality, to hard skills including scientific and mathematical aptitude. Through the President's High Growth Job Training Initiative and the Community-Based Job Training Grants, ETA has funded models for youth outreach, alternative pathways to education, internships, and a number of other innovative youth programs. Furthermore, Career Voyages and *In Demand* magazine have reached out directly to youth, parents, teachers, and guidance counselors to inform them of opportunities in high-growth careers.

ETA is working to engage with businesses to capitalize on all of these resources and models. These business solutions aim to strengthen demand-driven partnerships with the public workforce system and youth programs in particular, thereby increasing the career opportunities for young people.

Partnerships

ETA met with officials from Circuit City on November 7, 2006, focusing on youth. The company is exploring the youth pipeline for workers to enter its installation and service divisions. ETA has facilitated connections between the local workforce system in Richmond, VA and Circuit City to further explore this opportunity. Subsequently, company officials are now actively connected to the one-stop system in Richmond, VA.

Multiple offices of ETA are working jointly to support the implementation of the Shared Youth Vision. In September 2006, these offices attended two Advanced Youth Forums for state teams. They provided the perspective of business and industry in the Federal meetings, and they presented the demand-driven vision and employer engagement strategies to the state teams. The Home Builders Institute and UPS

also spoke to the state teams about the expectations of employers and ways to connect.

Early in 2007, ETA offices worked together to develop a strategy to support the National Urban League, a grantee. These activities included developing strategies for leveraging local and national employer partnerships and reaching out to ETA partners that are interested in developing a pipeline of young workers.

In June 2007, DOL announced grants to assist sixteen states, working with federal agency partners, to integrate strategies for connecting at-risk youth with other educational, health and social services that support employment outcomes. ETA continues to participate in Shared Youth Vision Federal Partnership meetings, providing technical assistance and support.

In July 2007, ETA hosted a pre-conference meeting for state leaders from the Federal Youth Vision Pilot Teams and leaders from successful national youth development, education and training organizations, and businesses to convene as part of the Workforce Innovations 2007 Conference.

In May 2008, ETA hosted a business engagement forum, "Developing Youth Talent: A Business-Driven Solutions Forum," in Washington DC. Participants included employers, education, workforce, youth development leaders, and policy makers. The purpose of the forum was to identify and address challenges in developing youth talent, recognize existing solutions, and move forward the development of a youth pipeline designed to meet the needs of businesses and employers. Priorities identified from the forum's working session will be the basis for a blueprint for action, which will be presented at Workforce Innovations 2008.

Active Partnerships

ADECCO

Partner since July 2003



Adecco is the world's largest staffing company, with a network of more than 5,800 offices in 71 territories around the world. Adecco employs approximately 4 million individuals each year.

Innovations

Adecco has a highly successful co-location with a One-Stop Career Center in Panama City, FL. The co-location has helped propel the One-Stop to among the highest-performing in Florida. Simultaneously, the Adecco office ranks in the top 3 percent for corporate locations across the country. The company has produced a video – on Adecco's Web site, with a link from Workforce3 One – which highlights this partnership. This co-location success was also featured in a Webinar on Workforce3 One on August 18, 2005.

The company has actively recruited military spouses. Through Adecco's Career Accelerator, military spouses are assured portable careers – including continuation of earned vacation and holiday time – if they relocate. The Career Accelerator also guarantees "VIP status" to military spouses, providing them with instant access to jobs at all Adecco locations, enabling career tracking.

ETA events

Adecco attended the business partner forum in Washington, D.C., on May 14, 2004, and the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Workforce system outreach

Representatives from the BRG, VETS, and the Office of National Programs visited Adecco's North American headquarters on October 7, 2003, to learn more about Adecco and explore potential strategies for linking the company with the public workforce system. At a meeting held on March 1, 2004, in Pacific Grove, CA, the Office of National Programs, BRG staff, and Adecco worked on developing a pilot project around innovative practices in the field. Five grantees from the Migrant and Seasonal Farm Worker (MSFW) program attended the meeting.

BRG national and regional staff attended a meeting on February 26, 2004, in San Francisco, CA, between the Private Industry Council (PIC) of San Francisco and Adecco to discuss partnership possibilities between the two organizations, including staff capacity building around marketing to employers.

Adecco was listed as a "featured employer" on AARP's Web site and was a participant in the AARP press conference on February 28, 2005.

Adecco held a "road show" in spring 2005 with media outlets to discuss its role in the 21st century economy and highlighting its partnership with the workforce system.

Adecco presented its Career Accelerator model for hiring military spouses at the Workforce Innovations conference in July 2005 and attended the employer reception.

On July 27, 2005, representatives from Adecco and its outplacement subsidiary, Lee Hecht Harrison, met with the BRG to discuss building on the existing relationship. Lee Hecht Harrison is interested in workforce connections, particularly as they relate to military

Active Partnerships

base realignments and closures (BRAC). The BRG provided technical assistance to Adecco in responding to dislocations due to Hurricanes Katrina and Rita.

BRG staff met with representatives of Adecco's government services division on October 27 to discuss the ongoing partnership and implement staff-level communication and coordination. Adecco has initiated partnership discussions with the Illinois Department of Employment Security about supporting the needs of communities in areas impacted by military base realignment and closure.

ALLSTATE

Partner since May 2002



Allstate insures 14 million households with over 54,000 agents and employees.

ETA events

Allstate attended the business partner forum in Washington, D.C., on May 14, 2004, and participated in the layoff aversion workgroup meetings in July and October 2004.

Allstate hosted the first High Growth Job Training Initiative Financial Services Industry Executive Forum on April 7, 2005, in Naples, FL. Allstate also participated in the financial services industry strategy session on career academies at Hartford Job Corps Academy on September 30, 2005.

Workforce system outreach

Allstate was a recipient of an H-1B grant in partnership with the Cook County Workforce Investment Board in Illinois.

The company developed initial key relationships with the workforce system in Birmingham, AL, and Indianapolis, IN, in order to access and hire qualified candidates.

It subsequently worked to connect with select One-Stops and Workforce Investment Boards through its 14 regional offices.

Corporate representatives met with BRG staff on January 7, 2005, to reinvigorate the partnership and develop a plan for expanding connections with the public workforce system in target markets. Among the areas of interest to Allstate were the High Growth and Community-Based Job Training Initiatives.

The BRG provided technical assistance to Allstate in responding to dislocations due to Hurricanes Katrina and Rita.

AMERICAN HEALTH CARE ASSOCIATION

Partner since December 2005



AHCA is a non-profit federation of affiliated state health organizations, together representing more than 10,000 non-profit and for-profit assisted living, nursing facility, developmentally-disabled and subacute care providers that care for more than 1.5 million elderly and disabled individuals nationally.

Priority engagements

Long-term care initiative, workforce system connections

Innovations

AHCA has developed a white paper on state-based strategies for workforce development in the long-term care industry. It is available on Workforce3 One.

ETA events

AHCA participated in the long-term care Thought Leader Forum on June 5, 2006.

AHCA's California state association participated in activities at the 2006 Workforce In-

Active Partnerships

novations conference in conjunction with other stakeholders in the long-term care industry.

Workforce system outreach

The organization is a grantee of the President's High Growth Job Training Initiative and also has engaged with ETA extensively to increase its knowledge about the workforce investment system and prepare its members to play a partnership role.

On January 9, 2006, AHCA's new president, Bruce Yarwood, met with Assistant Secretary DeRocco and staff from the Office of Workforce Investment to discuss grant activities, to develop a plan for additional partnerships, and to dialogue on ETA's strategy for addressing the particular workforce needs of the long-term care industry. BRG staff followed up with additional meetings with AHCA staff and members that are driving the organization's workforce development agenda.

On January 12, 2006, Gay Gilbert addressed AHCA's membership meeting in Phoenix, AZ, during a half-day session on workforce development. She provided an overview of the workforce investment system, shared ETA's vision, and discussed ways to partner with the system at the state and local level.

On April 18, 2006, BRG staff delivered a presentation to AHCA's Workforce Committee on connecting to the public workforce system and ETA's long-term care strategy. The committee expressed continued interest in developing partnerships with the public workforce system. AHCA subsequently identified Connecticut, Florida, New Jersey, and New York as pilot locations to develop a state-based partnership model.

On June 13, 2006, BRG staff joined a conference call with AHCA's Developmental Disability Residential Services Committee to discuss

effective partnerships with the public workforce system. In particular, the BRG shared ANCOR's successful model for developing business solutions in a residential health-care setting. As opposed to the Workforce Committee's focus on state-based strategies, the Developmental Disability Residential Services Committee is potentially interested in reaching out directly to One-Stop Career Centers and workforce investment boards as part of its workforce strategy.

The BRG has continued to support AHCA's outreach to its state associations and membership base about the public workforce system. After extensive consultation with the BRG, AHCA identified Connecticut, Florida, New Hampshire, and Rhode Island as its pilot locations to connect its state associations with state and local workforce agencies. On October 3, 2006, the BRG met with representatives from the four state associations to discuss the public workforce system and help them to develop their plans for connecting. During the meeting, it was apparent that each of the states already had experience with their workforce agencies, with varying successes. Following the meeting, the BRG helped facilitate contact with the appropriate individuals in Florida.

On October 16, 2006, the BRG followed up with a meeting with AHCA officials and consultants focusing on ETA's long-term care initiative. AHCA has been working aggressively to develop successful state-based partnerships and is exploring ways for the long-term care sector to be a driver of regional economic development.

The BRG will continue to facilitate state and local connections for AHCA's state associations. AHCA is an integral part of the long-term care sector and will continue to play a role in ETA's long-term care initiative.

Active Partnerships

AMERICAN HOTEL & LODGING ASSOCIATION (AH&LA)*Partner since October 2006*

AH&LA represents all sectors and stakeholders in the \$113 billion lodging industry, including individual hotel property members, hotel companies, student and faculty members, and industry suppliers. The association has been actively engaged with the High Growth Job Training Initiative – including hosting the second Industry Executive Forum on August 4, 2004, and recently began a dialogue about developing specific connections with the public workforce system to address the workforce needs of the industry.

AH&LA's strategic plan for 2006-2008 identifies three objectives: (1) Strengthen relationships with partner state associations; (2) expand AH&LA brand value within the industry; and (3) focus on the industry's multicultural and diversity issues. The association views its connection to ETA as a significant boost to all three objectives.

Priority engagements

Veterans, military spouses

Innovations

Military branches already use AH&LA curriculum and certifications for active-duty personnel. The association is capitalizing on this industry-recognized certification to ease the entry of transitioning personnel with hospitality experience into the civilian workforce.

Workforce system outreach

On June 9, 2006, the executive director, Joseph McInerney, met with Assistant Secretary DeRocco and Office of Workforce Investment staff. The BRG held a follow-up meeting on October 6, to discuss potential connections,

particularly around ways to help veterans and military spouses find opportunities in the hospitality industry. Due to several factors, both veterans and military spouses have strong career options in hospitality. Many active duty service members work in hospitality and are trained using AH&LA curriculum and certified by AH&LA. Therefore, they have a readily recognized credential when they leave active duty. Military spouses are often suited for the industry because it is dominated by national (or international) hotel chains that can accommodate employees who are mobile and who have flexible schedules.

The BRG continues its work with AH&LA to identify opportunities for partnership focused on the military community.

On November 9, Mr. McInerney kicked off the National Veterans Employment Summit and Job Fair, in Norfolk, VA, with a presentation at the ribbon-cutting ceremony. In addition, AH&LA coordinated the participation of member companies at the job fair. AH&LA also identified a member company representative to speak on portable careers in the hospitality industry for military spouses on an industry panel session during the BRAC Workforce Summit, held in January.

ANCOR*Partner since March 2004*

The American Network of Community Options and Resources (ANCOR) is a nonprofit trade association representing approximately 800 private providers of primarily long-term supports and services to people with developmental disabilities. ANCOR's provider membership is largely nonprofit, and provides non-medical supportive services to approximately 365,000 individuals in their homes and in community-based settings, rather than in institutional settings. The workers who provide these services

Active Partnerships

are called direct support specialists; ANCOR's members employ over 300,000 direct support specialists.

Innovations

ANCOR has worked extensively with ETA to develop pilot partnerships in four states. These pilots helped to demonstrate the effectiveness of national associations to implement system change among its members, particularly in an industry with low margins and acute staffing shortages.

The "Solutions Workgroup," comprised of representatives from several ETA program offices, developed strategies to assist ANCOR in addressing its identified employment and training issues. These strategies include industry-specific, competency-based training, such as apprenticeship; tapping new potential workforce pools, such as Indians and Native Americans and older workers; and a comprehensive education and outreach strategy to assist ANCOR providers with accessing, recruiting, screening, and training services through the One-Stop Career Center network.

The workgroup developed specific strategies for working in Kentucky, New York, Arizona, and Maine. These included presentations at state provider meetings and local follow-up partnership meetings with representatives from the spectrum of ETA program offices, including Navigators, Older Workers, One-Stops, Job Corps, Apprenticeship, Migrant and Seasonal Farmworkers, and Youth.

ANCOR summarized its experiences in developing the pilot partnerships in a white paper, which is available on Workforce3 One.

ETA events

ANCOR was a panelist at the Workforce Innovations conference in July 2005 and shared

its models for connecting with the public workforce system.

On September 15, 2005, ANCOR was a panelist on connecting youth to occupations in high-growth industries at Job Corps' 40th anniversary national conference in Washington, D.C.

ANCOR participated in the long-term care Thought Leader Forum on June 5, 2006.

ANCOR attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006. The association also participated in activities at the conference in conjunction with other stakeholders in the long-term care industry.

Workforce system outreach

The American Network of Community Options and Resources (ANCOR) contacted the BRG in 2004 for assistance with the development of strategies to address the direct support specialist workforce shortage.

Two members of the solutions workgroup presented the pilot partnership model at ANCOR's annual conference in New Orleans, LA, on March 15, 2004.

The first two state presentations, along with a tour of a local provider site, were held in Frankfort, KY, and Albany, NY, on May 19 and June 29, 2004, respectively. BRG staff completed presentations in Arizona and Maine in August 2004.

BRG staff delivered a presentation on the partnership at ANCOR's 2005 Management Practices Conference in Phoenix, AZ, on March 21, 2005, and moderated a panel discussion with representatives from each of the pilot sites on the successes and challenges of the partnership. On August 3, 2005, ANCOR met with the BRG to discuss its partnership activities and

Active Partnerships

to provide insight into the workforce needs of the long-term care sector of the health care industry.

The BRG provided technical assistance to ANCOR in responding to dislocations due to Hurricanes Katrina and Rita.

BRG staff met with ANCOR on January 31, 2006, to discuss ETA's strategy for long-term care.

On September 12, 2006, ETA made a presentation at ANCOR's Governmental Activities Seminar in Crystal City, VA.

ARAMARK CORPORATION

Partner since April 2003



Aramark is a managed service company with approximately 200,000 employees operating in 18 countries specializing in food, facility, and uniform services. Aramark operates five internal, nonprofit staffing centers, similar to a staffing company, for attracting, recruiting, screening, and training the company's own staff.

ETA events

Aramark attended the business partner forum on May 14, 2004, in Washington, D.C. Aramark presented at the Workforce Innovations conference in July 2004 on "Win-Win Partnerships with Staffing Agencies." Aramark also participated in a special conference call to discuss accessing the disability community.

Aramark also presented at the Youth Forum in Philadelphia, PA, on November 9, 2004.

Aramark participated in the employer reception and the BRG integrated business solutions

meeting at the Workforce Innovations conference in July 2005. Aramark also participated in the roundtable discussion on Older Workers with the Assistant Secretary and the Government Accountability Office (GAO) on August 22, 2005.

Aramark attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Workforce system outreach

A corporate visit to Aramark's headquarters was held in Philadelphia, PA, on February 12, 2004, to outline partnership strategies and to tour one of its staffing centers, which is co-located in the Philadelphia One-Stop.

Aramark identified several states where the company has the most significant workforce needs and has strengthened its connections in Texas, Georgia, and New York. Aramark also educated its local human resource managers nationally about the benefits of the public workforce system and connecting them to the local One-Stops.

Aramark leaders met with Assistant Secretary DeRocco on November 3, 2004.

The BRG provided technical assistance to Aramark in responding to dislocations due to Hurricanes Katrina and Rita.

The company had a change of leadership for the partnership. On July 8, 2006, the BRG met with new leadership to discuss the status of the partnership, ongoing activities, and potential assistance. Aramark is considering the partnership in the context of its human resources strategies.

Active Partnerships

**AUTOMATION
FEDERATION***Partner since November 2007*

The Automation Federation is an umbrella organization under which associations and societies engaged in manufacturing and process automation activities can work more effectively to fulfill their missions. It coordinates the work of member organizations engaged in advancement of the science and engineering of automation technologies and applications. The organization has embraced partnerships with the public workforce system as a key component of its strategy for recruiting higher-skilled workers and supporting their development through a career pathway.

Priority engagements

Workforce system connections, military spouses, youth

Workforce system outreach

The Automation Federation approached ETA to explore opportunities to connect to the workforce system and met with the BRG in November 2007. Subsequently, BRG worked with the Automation Federation to support the creation of their workforce development strategy for recruiting higher-skilled workers.

On January 24, 2008, the Automation Federation presented their strategy to BRG State Coordinators. The Automation Federation has reached out to several groups as a foundational step in building strategic partnerships to support their workforce development efforts, including ETA's Piedmont North Carolina WIRED region and the National Institute of Standards and Technology/Manufacturing Extension Partnership (NIST/MEP) program.

The Automation Federation provided resources for Career Voyages (www.careervoyages.gov), including information on careers in automation

and qualifications necessary to pursue a career in the automation industry.

The BRG will continue to support the Automation Federation's workforce development plans, as well as explore additional avenues for partnership.

CIRCUIT CITY*Partner since September 2006*

Circuit City is increasingly advancing from its roots in retail sales to emphasize service, repair, and installation of home-based high technology equipment. The company has embraced partnerships with the public workforce system as a key component of its strategy for recruiting higher-skilled workers and supporting their development through a career pathway.

Priority engagements

Youth, military spouses, technology-based learning, registered apprenticeship

Workforce system outreach

Circuit City approached ETA to discuss its changing workforce and required skill levels and met with the BRG in September 2006. Subsequently, company officials met with ETA program offices and are now connected to the one-stop system in Richmond, VA.

Circuit City and the Richmond one-stop system are working together to engage the youth pipeline for workers to enter its installation and services divisions.

The BRG has also helped to develop connections with the Office of Apprenticeship to explore partnership opportunities for on-the-job training programs.

Active Partnerships

CITIGROUP*Partner since 2002*

Citicards Division employs over 23,000 full-time employees in 25 sites across 18 states.

Innovations

This was the most successful of the original “New Hire” partnerships and helped the BRG to validate that workforce system referrals can improve retention. Citigroup reported a 50 percent improvement in retention rates for individuals hired through the public workforce system as opposed to those hired from other sources.

ETA events

Citigroup participated in the financial services industry strategy session on career academies at Hartford Job Corps Academy on September 30, 2005.

Citigroup attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007.

Workforce system outreach

In 2002 and 2003, the BRG completed the partnership rollout in five new Citicards call center locations to hire 14,000 employees nationwide.

Corporate leaders met with Assistant Secretary DeRocco on December 13, 2004, to discuss trends in the financial services industry and restructuring within Citigroup, and the impact these changes will have on the company’s workforce needs.

At a follow-up meeting, Citigroup staff met with the BRG on January 6, 2005, to discuss the High Growth Job Training Initiative, as well as ways to connect with select workforce agencies for recruiting and hiring a diverse workforce.

Citigroup met with Assistant Secretary DeRocco to discuss the High Growth Job Training Initiative on May 10, 2005, in New York, NY.

The BRG provided technical assistance to Citigroup in responding to dislocations due to Hurricanes Katrina and Rita.

CVS*Partner since**February 2003*

CVS operates over 4,100 stores in 33 states and the District of Columbia with over 110,000 employees.

Innovations

CVS is a model for developing successful connections with the entirety of the public workforce system, including connections with workforce investment boards and One-Stop Career Centers, rapid response teams, faith-based and community organizations, and youth programs. The company has developed numerous summaries on these connections, including “Achieving Business Partnerships of Excellence,” a manual for government and nonprofit organizations.

CVS is also a High Growth Job Training Initiative grantee in the health care industry, through which it developed the first registered apprenticeship for pharmacy technicians.

CVS received a New Freedom Initiative Award in 2006 for its efforts in furthering the employment and workplace environment for people with disabilities. Among the company’s innovations are a program to create opportunities for adults with developmental disabilities in the photography departments of local CVS stores. At the end of the program, all participants were hired as CVS employees. CVS used this train-

Active Partnerships

ing program as a model duplicated in other markets, and donated and distributed 3,000 cameras in a partnership with Easter Seals.

ETA events

CVS participated in the business partner forum in Washington, D.C., on May 14, 2004. CVS also exhibited and sponsored activities at the Workforce Innovations conference in July 2004.

CVS was a panelist at the Workforce Innovations conference in July 2005 and shared its models for connecting with the public workforce system. CVS also participated in the employer reception and the BRG integrated business solutions meeting at the conference.

CVS participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

On September 15, 2005, CVS was a panelist on connections with employers at Job Corps' 40th anniversary national conference in Washington, D.C.

CVS was a panelist at the orientation for new High Growth Youth Offender grantees in January 2006.

CVS participated as a panelist at the National Rapid Response Summit in St. Louis, MO, on May 23–25, 2006. CVS attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

On December 4, 2006, CVS participated in the business roundtable on literacy with Assistant Secretary DeRocco and Assistant Secretary Troy R. Justesen from the U.S. Department of Education's Office of Vocational and Adult Education.

In June, 2007, CVS participated in a Roundtable Discussion hosted by ETA for the Taskforce on the Aging of the American Workforce.

CVS exhibited and sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007. CVS also attended the business partner reception at the conference.

Workforce system outreach

On a corporate visit to Woonsocket, RI, on June 25, 2003, the BRG met the CEO and senior vice president and toured a distribution center.

Three open house events were held at the CVS Regional Learning Center in Washington, D.C., on January 29–30, 2004. Fifty CVS stores and three comprehensive One-Stop Career Centers participated in the open houses, which were facilitated by senior management of CVS and DOL. The partnerships are primarily focusing on screening, recruiting, and hiring for all of the CVS stores in the Washington, D.C., market. An additional partnership event was held in Minneapolis, MN, on April 28, 2004, with representatives from the public workforce system, as well as community and faith based organizations, to begin strategizing about openings.

The BRG coordinated a workgroup partnership meeting on August 25, 2004, to follow up on the Washington, D.C., open house. CVS expressed that it was pleased with the number of referrals and hires. CVS also participated in the layoff aversion workgroup conference call in October.

On August 5, 2005, CVS met with Assistant Secretary DeRocco. The company offered to share its partnership models and outreach materials with ETA, as a way to help other companies that are interested in making workforce system connections. CVS also introduced its partners from Michigan, where CVS was

Active Partnerships

awarded a High Growth grant in the health care industry.

The BRG provided technical assistance to CVS in responding to dislocations due to Hurricanes Katrina and Rita.

CVS has continued to develop a variety of workforce system connections. The BRG facilitated connections with the public workforce system in 13 areas where the company has distribution centers.

The BRG assisted CVS in working with Toys “R” Us’s regional human resource managers to recruit laid-off workers.

On October 26, 2006, in Upper Marlboro, MD, CVS led a training series for government, faith-based, and community organizations on “Achieving Business Partnerships of Excellence.” Representatives from the BRG, the Office of Apprenticeship, and the Center for Faith-Based and Community Initiatives participated in the event.

EXPRESS EMPLOYMENT PROFESSIONALS

Partner since July 2003



Express Employment Professionals (formerly Express Personnel Services), headquartered in Oklahoma City, OK, is a 20-year-old staffing company with over 400 franchise locations in the United States, Canada, and South Africa.

Workforce system outreach

Regional BRG liaisons delivered presentations to Express branch managers at regional meetings held in Chicago, IL; Atlanta, GA; Dallas, TX; and Portland, OR, to educate Express staff about partnership opportunities.

Staff from the Alamo WIB represented the BRG at the Express International Conference held in San Antonio, TX, in February 2004. Express franchise owners were given contact information for the One-Stops in their area.

Express corporate staff participated in the BRG State Coordinator monthly conference call in mid-April, 2004, to promote the partnership as well as local partnership meetings that were held during that week. Informational materials and tools were disseminated to BRG State Coordinators in order for them to educate the local workforce system on Express. Express attended the business partner forum in Washington, D.C., on May 14, 2004. The BRG announced its partnership with Express in a press release on September 14, 2004.

Express participated in a Webinar on Workforce3 One on August 18, 2005, to highlight “win-win partnerships with the staffing industry.” A local franchise owner in Corpus Christi, TX, shared the successes his franchise has achieved through its One-Stop connection.

The BRG provided technical assistance to Express in responding to dislocations due to Hurricanes Katrina and Rita.

Representatives from the public workforce system in Oklahoma attended Express’s 2006 annual conference on February 22 and 23 in Oklahoma City, OK.

The BRG facilitated a connection between Express and the Illinois Department of Employment Security focusing on military base realignment and closure in 2006.

Active Partnerships

FIRST DATA CORPORATION

Partner since February 2004



First Data is the world's leading payment processor and provides the backbone for people and businesses to quickly and safely engage in financial transactions anytime, anyplace. First Data has 29,000 employees and 182,000 Western Union agents worldwide. In the United States, the company has 23,500 employees in 207 locations and 45,000 agent locations.

ETA events

First Data attended the business partner forum in Washington, D.C., on May 14, 2004, and presented at the Workforce Innovations conference in July 2004.

First Data participated in the layoff aversion workgroup conference call in October 2004.

Workforce system outreach

First Data held local partnership meetings during 2004 in Corpus Christi, TX, on March 10; Omaha, NE, on March 22; Daytona Beach, FL, on April 2; Langhorne, PA, and Staten Island, NY, on April 15; and Columbus, GA, on April 20. Local workforce areas helped First Data with its need for over 1,200 new employees across these sites.

First Data also met on April 16, 2004, with staff from the Department of Defense to discuss employment opportunities in areas where its facilities operate near a military base, as well as telecommuting opportunities for military spouses.

Officials from First Data met with BRG staff on November 8, 2004, to discuss the ongoing partnership and avenues for exploration.

BRG staff have helped to connect First Data to state Rapid Response coordinators in targeted areas.

The BRG provided technical assistance to First Data in responding to dislocations due to Hurricanes Katrina and Rita.

First Data met with Assistant Secretary DeRocco on June 26, 2006, and made a presentation of its National Hispanic Business Information Clearinghouse. The on-line clearinghouse is designed to assist small businesses.

HCA

Partner since June 2002

HCA

Background

HCA (formerly Hospital Corporation of America) is located in 23 states, employs 175,000 individuals, and operates 178 hospitals and 180 surgery centers. The national business partnership rollout occurred in 2003 with the opening of three new HCA hospital locations in Denver, CO; Nashville, TN; and Las Vegas, NV; and existing facilities in California.

ETA events

HCA participated in the employer reception and the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005. HCA participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

On September 15, 2005, a local HCA representative was a panelist on connections with employers at Job Corps' 40th anniversary national conference in Washington, D.C.

HCA attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Active Partnerships

On December 4, 2006, HCA participated in the business roundtable on literacy with Assistant Secretary DeRocco and Assistant Secretary Troy R. Justesen from the U.S. Department of Education's Office of Vocational and Adult Education.

On May 20, 2007, BRG staff met with HCA to discuss ongoing partnership activities.

Workforce system outreach

A kickoff conference call was held on March 30, 2003, to introduce HCA corporate and local representatives to their corresponding state and local One-Stop Career Center representatives. Participants learned about the new offices, functions, and jobs available with HCA and the services of local One-Stop Career Centers.

HCA contacted the BRG about connecting in nine locations where it had streamlined administrative functions: Las Vegas, NV; Tampa, FL; Atlanta, GA; Richmond, VA; San Antonio, TX; Houston, TX; Dallas, TX; Orange Park, FL; and Denver, CO. These locations had significant hiring needs as they assumed duties for the patient account services and supply chain services for local hospitals.

On March 21, 2005, Assistant Secretary DeRocco visited HCA's headquarters in Nashville, TN, to review the successful grants through the High Growth Job Training Initiative.

The BRG provided technical assistance to HCA in responding to dislocations due to Hurricanes Katrina and Rita.

THE HOME DEPOT

Partner since May 2002



The Home Depot has over 1,500 stores nationwide in all 50 states and employs over 290,000

workers in the United States, Canada, and Mexico.

Innovations

The Home Depot launched the first National Hiring Partnership with ETA and has remained an active partner with the public workforce system. From the beginning of its partnership with the public workforce system in June 2002 through the end of 2005, there were 22,770 hires out of One-Stop Career Centers.

The company is also a national leader in its recruitment and hiring of veterans and military spouses. It launched "Operation Career Front" on September 21, 2004, at a press conference in Washington, D.C., with Secretary Chao, Secretary of Veterans Affairs Anthony Principi, and Department of Defense Under Secretary David Chu. This campaign connects military spouses, separating military personnel, and veterans with positions at The Home Depot. As part of the campaign, The Home Depot sent posters, brochures, and other materials to One-Stop centers and has arranged local partnership meetings to roll out the campaign nationwide. In 2005, the company hired 17,109 veterans, up from 16,071 in 2004.

The company actively recruits military spouses and offers portable benefits. Among other benefits, through Project Homefront, The Home Depot helps military families with home repair while their loved ones are away on active duty.

ETA events

The Home Depot presented at the Workforce Innovations conference in July 2004.

The Home Depot participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

The Home Depot was a panelist at the Workforce Innovations conference in Anaheim, CA,

Active Partnerships

and attended the business partner reception on July 12, 2006.

The Home Depot sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007

Workforce system outreach

Home Depot kicked off its partnership with ETA in June 2002 with a live-satellite downlink featuring CEO Bob Nardelli and Secretary Chao that was transmitted to all Home Depot stores.

The Home Depot implemented a Web-based application enabling One-Stop referrals to apply online from the One-Stop instead of applying at the store kiosk. The online application went live in August 2003, and an announcement was distributed to BRG State Coordinators.

The BRG delivered a presentation in Charlotte, NC, at a DOL Veterans Employment and Training Service (VETS) conference on April 20, 2004, to discuss partnership activities in greater depth. The Home Depot also attended the business partner forum in Washington, D.C., on May 14, 2004.

The Home Depot enlisted the help of the BRG in recruiting bilingual jobseekers at One-Stop Career Centers.

The Home Depot was listed as a “featured employer” on AARP’s Web site and was a participant in the press conference on February 28, 2005.

The Home Depot launched a partnership with SER to implement a recruitment and training program for older workers in six locations.

The BRG provided technical assistance to The Home Depot in responding to dislocations due to Hurricanes Katrina and Rita. The company launched a major recruitment effort following the hurricane, and the BRG sent information about

hiring opportunities with The Home Depot to the State Coordinators.

The Home Depot worked extensively with the Office of Apprenticeship on development of on-the-job training programs. The BRG also helped to develop connections with VETS and the President’s National Hire Veterans Committee.

The BRG assisted The Home Depot in working with Toys “R” Us’s regional human resource managers to recruit laid-off workers. The BRG also assisted in connecting with VETS and in understanding the public workforce system’s communications with individuals served through One-Stop Career Centers.

The Home Depot was a panelist at the National Veterans Employment Summit and Job Fair on November 9, 2006, in Norfolk, VA.

The BRG continues to support The Home Depot’s recruitment efforts and met with company representatives to develop communications and coordination for the spring 2007 hiring campaign.

IBM

Partner since November 2002



IBM’s Technical Training Services (formerly known as the Learning Center) is the largest in the world, and customers take the training alongside IBM employees.

ETA events

IBM led the layoff aversion workgroup at the Workforce Innovations conference in July 2004. IBM also participated in the interagency workgroup on disabilities.

IBM participated in the employer reception and the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005. IBM participated in the

Active Partnerships

roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

IBM attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12. IBM also participated in Talent Plaza at the conference, as a partner of the Arizona Software Quality Training Initiative.

In June, 2007, IBM participated in a Roundtable Discussion hosted by ETA for the Taskforce on the Aging of the American Workforce.

Workforce system outreach

BRG staff worked with IBM talent managers to develop and include information about One-Stop Career Center services in IBM human resources materials. Additionally, the BRG worked with IBM to connect its contract outplacement firm to DOL regional offices and local workforce system representatives with the goal of having them work together to assist IBM employees.

The BRG facilitated a conference call on April 7, 2004, between IBM and the other business partners to discuss IBM's idea for a national business partner consortium to prevent layoffs by leveraging the human resources needs of each of the partners.

BRG staff followed up by hosting and facilitating the business partner consortium discussion, a meeting for IBM and interested national business partners on May 14, 2004, in Washington, D.C.

The company helped to coordinate a conference call on layoff aversion on October 29, 2004. The purpose of the call was to share the outcomes of a workgroup focusing on placing highly qualified employees who are facing layoffs within other national business partners.

The BRG provided technical assistance to IBM in responding to dislocations due to Hurricanes Katrina and Rita.

MANPOWER

Partner since October 2002



Manpower is a world leader in the staffing industry, providing workforce management services and solutions through 1,100 offices nationwide and 3,900 offices worldwide.

Innovations

Manpower launched the staffing industry's first nationwide partnership rollout in May 2003, and held two partnership anniversary events in 2004 and 2005. Those events helped the company to forge new models for partnership between the public workforce system and the staffing industry.

The company was also extensively engaged with ETA and the Mississippi Department of Employment Security to provide opportunity to individuals who were displaced by Hurricane Katrina. Through the Working Your Way Back Home partnership in Mississippi, Manpower created several new tools for partnering with the workforce system. These included a Career Passport, which validates the skills and job-readiness of individuals completing a Manpower assessment, as well as a pre-registration form to facilitate cross-referrals between Manpower and the One-Stop Career Center system. These tools may be equally valuable for partnerships across the public workforce system.

Manpower received a Recognition of Excellence award at the 2006 Workforce Innovations conference for its TechReach program in Albuquerque, NM. The program demonstrated outstanding "e3 partnerships" bringing employers, education, and the workforce

Active Partnerships

system together to prepare hearing-impaired individuals for jobs in electronic assembly.

ETA events

Manpower attended the business partner forum in Washington, D.C., on May 14, 2004.

Manpower presented at the Workforce Innovations conference in July 2004 and also participated in the layoff aversion workgroup. Furthermore, Manpower participated in the interagency workgroup on disabilities in July 2004.

Manpower attended the interagency workgroup on disabilities on September 16, 2004. Manpower also participated in the layoff aversion workgroup conference call in October. Manpower presented with staff at the Disability Conference and the Youth Forum in Chicago on November 15, 2004.

Manpower participated in the employer reception and presented its partnership model at the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005.

Manpower participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

At the 2006 Workforce Innovations conference, Manpower presented a learning lab on its experiences as a partner with the Mississippi Department of Employment Security in response to Hurricane Katrina. Manpower attended the business partner reception on July 12.

Manpower participated as a panelist at the National Rapid Response Summit in St. Louis, MO, on May 23-25.

On December 4, 2006, Manpower participated in the business roundtable on literacy with

Assistant Secretary DeRocco and Assistant Secretary Troy R. Justesen from the U.S. Department of Education's Office of Vocational and Adult Education.

Manpower exhibited and sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007.

BRG staff continues to work with Manpower to discuss ongoing partnership activities.

Workforce system outreach

The partnership kickoff, dubbed "Maypower with Manpower," occurred in 130 meetings at local Manpower offices across the country during the month of May 2003. The meetings provided an overview of each organization and discussed partnership opportunities at the local level.

Manpower hosted a one-year partnership anniversary event, which included BRG State Coordinators and Manpower Area Managers, on May 20, 2004, at its headquarters in Milwaukee, WI. Success stories, lessons learned, and challenges were discussed. Manpower Chief Executive Officer Jeff Joerres and Assistant Secretary DeRocco recognized the participants' outstanding partnership work over the past year.

Manpower met with Deputy Assistant Secretary Mason Bishop and representatives from the BRG and the Office of Youth Services on January 18, 2005, to discuss Manpower's experience training and placing youth over the past several decades.

Manpower held a forum in Washington, D.C., on May 18, 2005, to celebrate the second anniversary of Maypower with Manpower. The forum, which was attended by Assistant Secretary DeRocco and Manpower Chief Executive Officer Jeff Joerres, recognized innovative partners from across the country and presented

Active Partnerships

several models for successful partnerships. One of the partnerships that was recognized, with Cabela's and Nebraska Workforce Development, was featured in a Webinar on Workforce3 One on August 18, 2005.

The BRG met with Manpower and its outplacement subsidiary, Right Management, on June 9, 2005, to discuss responses to BRAC.

The BRG provided technical assistance to Manpower in responding to dislocations due to Hurricanes Katrina and Rita and joined a meeting with the Assistant Secretary and senior corporate officials on September 14, 2005.

Manpower has played a leading role in responding to the dislocations caused by Hurricanes Katrina, Rita, and Wilma. On October 6, 2005, Manpower Chief Executive Jeffrey Joerres took part in a joint announcement with Secretary Chao and Senator Thad Cochran of a partnership effort to provide opportunities for Mississippians to return to their home areas.

The implementation of the Working Your Way Back Home partnership in Mississippi launched on March 24 with a Webinar for relocation counselors, Mississippi WIN Job Center regional coordinators, and Manpower branches in Mississippi. Manpower participated in a governor's workforce conference in Mississippi on January 10-12.

The BRG and representatives from IBM and Manpower met on October 4, 2005, to discuss ongoing partnership initiatives and plan next steps.

Manpower is working in partnership with a comprehensive consortium of agencies and organizations to support the regional workforce needs of the transportation industry in the Chicago, IL, area. This partnership includes Will County Transportation and Logistics Council

(WCTLTC), Will County Center for Economic Development, Grundy Economic Development Council, Will and Grundy Counties' workforce investment boards, several local organizations, community colleges, and associations including the Department of Social Security, Tri-Rivers Manufacturing Association, and Joliet Junior College. Manpower, with Joliet College, is developing a customized industry-approved curriculum, competency model, and standardized assessment toolkit, to be approved and validated by industry/council. The goal of the project will be enrolling at least 3,900 participants over the next 2-3 years. On June 20, Manpower met with the WCTLTC to develop the implementation steps for this project.

METLIFE

Partner since July 2005



MetLife began its involvement with ETA through the High Growth Job Training Initiative for the financial services industry. Subsequently, the company initiated discussions around a range of business solutions

ETA events

MetLife participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005, and the financial services industry strategy session on career academies at Hartford Job Corps Academy on September 30, 2005.

MetLife attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Workforce system outreach

The company independently built successful local relationships with the workforce system — notably in Tulsa, OK, and Warwick, RI — and worked with the BRG to launch broader public workforce system connections.

Active Partnerships

MetLife met with the BRG on July 26, 2005, to discuss partnership opportunities and ways to kick off a relationship between MetLife's human resource operations and the public workforce system.

The BRG facilitated a conference call between MetLife and the state and local public workforce systems in Warwick, RI, on December 20, 2005. MetLife has had a solid local relationship in Rhode Island for many years and is interested in expanding and replicating this relationship.

The BRG facilitated a conference call between MetLife and the state and local public workforce systems in Tampa, FL, on January 6, 2006. The connections have pinpointed a number of areas of potential alignment and partnership opportunities.

During a follow-up call with MetLife on October 11, 2006, the BRG reconnected with the company and discussed ongoing activities and connections around the High Growth Job Training Initiative and additional business solutions. The company has developed an innovative distance learning tool and is interested in technology-based learning initiatives in ETA.

PRIMEFLIGHT

Partner since October 2004



PrimeFlight employs over 10,000 employees at more than 60 U.S. airports and provides a complete range of services including high-quality facility management, security, and aviation services.

Innovations

PrimeFlight has reached out extensively to One-Stop Career Centers as a primary source of talent. The company has developed a customized partnership guidebook for its human resources managers and for One-Stop Career

Centers that outlines PrimeFlight's objectives, career opportunities, hiring practices, and partnership expectations. This guidebook has been well received by the public workforce system.

ETA events

PrimeFlight was a panelist at the Workforce Innovations conference in July 2005 and shared its models for connecting with the public workforce system.

PrimeFlight attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007.

Workforce system outreach

PrimeFlight's division vice president met with the BRG on October 7, 2004, to discuss opportunities and move forward with a partnership. The company identified 10 airports with the greatest need for workers at all levels, from entry level to management. These airports were in Boston, El Paso, Ft. Myers, FL, Kansas City, LaGuardia, Minneapolis-St. Paul, Newark, Philadelphia, San Antonio, and San Diego. PrimeFlight compiled the jobs available and the wages offered for each location. A subsequent conference call with PrimeFlight's regional vice presidents, the State Coordinators for the 10 targeted airports, and One-Stop Career Center representatives helped to establish local relationships for recruitment and hiring.

BRG staff met with PrimeFlight executives on December 21, 2004, to discuss the partnership and develop next steps. The company reported that the initial partnerships in 10 pilot locations were enormously successful, with up to 80 percent of One-Stop referrals leading to hires at the company.

Active Partnerships

PrimeFlight requested immediate assistance placing workers at the Seattle-Tacoma airport. The BRG facilitated a connection with the State Coordinator in Washington State, leading to approximately 325 referrals and filling all 60 open positions.

PrimeFlight held a meeting with Assistant Secretary DeRocco on March 29, 2005, to discuss its successful partnership activities, its ongoing workforce challenges, and the airline and homeland security industries. At the meeting, the company shared a prototype of its innovative customized partnership manuals to facilitate connections with state and local workforce systems. The meeting also initiated a wide-ranging discussion of additional potential connections, including reaching out to Job Corps, apprenticeship, grantees of the High Growth Job Training Initiative, and pilot New American Centers.

The BRG provided technical assistance to PrimeFlight in responding to dislocations due to Hurricanes Katrina and Rita.

PrimeFlight widened its workforce system connections to focus on its 25 largest operations locations for rolling out its partnership. The company developed customized partnership manuals for each location, and the BRG facilitated introductions to the workforce system. In one example, PrimeFlight reported a successful recruitment in Honolulu.

Based on the success of PrimeFlight's partnership with the workforce system, other divisions of PrimeFlight's parent company, SMS Holdings, began to explore their own recruitment relationships. The BRG helped to educate human resources staff at SMS Clean, which performs cleaning functions for public facilities such as airports and malls, about the public workforce system and facilitated a connection in Texas.

PrimeFlight approached its business partner Delta Airlines about leveraging PrimeFlight's relationship with the public workforce system across the country. The BRG assisted the company in connecting to the public workforce system in Atlanta and with ETA Region 3 regarding this potential area for partnership. The BRG also facilitated connections with PrimeFlight and Delta in Los Angeles, CA; Salt Lake City, UT; and Cincinnati, OH—areas identified by Delta as having particularly significant hiring needs.

The BRG will continue to support PrimeFlight's workforce connections and will help to explore apprenticeship and other ETA connections.

SERVICE MANAGEMENT SYSTEMS, INC.



SERVICE MANAGEMENT SYSTEMS

Partner since September 2007

Service Management Systems, Inc. (SMS) is a facility management company headquartered in Nashville, Tennessee and one of the largest facility services companies in the country specializing in providing services to high traffic public facilities such as hospitals, hotels, shopping centers, and airports. Currently, SMS provides services to over 34 states.

Priority engagements

Veterans, older workers

Innovations

SMS has begun to reach out extensively to One-Stop Career Centers nation-wide as a primary source of talent. The company has developed a recruitment campaign, the Recruit Right Initiative, for its human resources managers and for One-Stop Career Centers that outlines SMS's objectives, career opportunities, and hiring practices. The Recruit Right Initiative focuses on recruiting and

Active Partnerships

hiring exclusively through One-Stop Career Centers.

Workforce system outreach

On September 21, the BRG met with SMS to discuss its operations, Recruit Right Initiative, and develop a partnership.

In October, SMS officially launched the Recruit Right Initiative.

SMS provided Web content for ETA's Web page, noting SMS offices and nearest One-Stop Career Centers.

On November 29, SMS provide a presentation to BRG State Coordinators on the Recruit Right Initiative. SMS has been very successful in supporting and encouraging management to engage with the one-stop system and provided an update on their successes to date. SMS also requested feedback from the workforce system on this initiative.

The BRG will continue to support SMS's recruitment efforts, as well as explore additional avenues for partnership..

SCHNEIDER NATIONAL

Partner since February 2006



Schneider National Inc., based in Green Bay, WI, is the nation's largest trucking company and is a leading provider of transportation, logistics, and related services. The company has actively pursued a partnership for hiring of workers throughout its operations and rapidly built its human resources capacity to reach out to One-Stop Career Centers across the country. The company is building off of initial success in Ohio, where a recruiter's efforts at the One-Stop Career Centers has led to increased recruitment and reduced turnover.

Innovations

Unlike most trucking companies, which focus their recruitment on truck driving schools, Schneider has its own truck training academies at five sites nationwide, and it offers paid training – including transportation to the academies and two weeks of living expenses – to qualified applicants.

ETA events

Schneider participated as a panelist at the National Rapid Response Summit in St. Louis, MO, on May 23–25, 2006.

Schneider attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Schneider exhibited and sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007, as well as participated in the Talent Plaza. Schneider also attended the business partner reception at the conference.

Workforce system outreach

On February 23, the BRG met with Schneider to discuss its operations and develop a partnership. Following this meeting, Schneider developed a campaign to target key markets where it will connect with the public workforce system and publicize its hiring. During April, May, and June, the company targeted Akron, OH; Savannah, GA; Milwaukee/Green Bay, WI; Tulsa, OK; Louisville, KY; Scranton/ Allentown, PA; Memphis, TN; Columbia, SC; and St. Louis, MO.

Schneider provided Web content for ETA's Web page noting its available jobs and also contributed trucking-related content to Career Voyages.

Schneider has also actively pursued a diverse workforce and is an AARP featured employer. It has worked to hire veterans and returning service members.

Active Partnerships

The BRG will continue to support Schneider's local recruitment efforts and will also explore additional avenues for partnership, such as apprenticeship.

SHELL OIL

Partner since January 2004



Shell Oil Company, its subsidiaries, and the companies in which Shell Oil holds a substantial interest have extensive operations in the United States. These organizations explore, develop, produce, purchase, transport, and market crude oil and natural gas. They also purchase, manufacture, transport, and market oil and chemical products and provide technical and business services. Shell Oil Company is an affiliate of the Royal Dutch/ Shell Group of Companies.

ETA events

Shell also participated in the layoff aversion workgroup conference call in October 2004. Shell participated in the Energy Industry Workforce Solutions Forum in December 2004.

Shell participated in the employer reception and the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005.

Shell attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Workforce system outreach

Shell has partnered with the public workforce system for assistance in recruiting for its refineries and other organizations, as well as connecting training opportunities and youth pipelines. Shell is a strong supporter of programs that interest youth in science and math education careers.

Discussions between Shell's Workforce Development Team and the BRG led to a targeted rollout plan for the national business partnership. Targeted rollouts in Los Angeles, CA; Shreveport/Baton Rouge, LA; and Houston/Galveston, TX, focused on educating plant managers about the public workforce system. A partnership meeting was held on July 12, 2004, in Houston, TX, in partnership with the local workforce board and state Texas Workforce Commission representatives.

The BRG assisted Shell in developing a guide for human resources managers on working with One-Stop centers in the event of worker dislocations.

The BRG provided technical assistance to Shell in responding to dislocations due to Hurricanes Katrina and Rita.

Shell participated in a Webinar on workforce solutions in the energy industry.

SOVEREIGN BANK

Partner since
January 2006



Sovereign Bank is an \$83 billion financial institution with nearly 800 community banking offices and approximately 12,000 team members, with principal markets in the Northeast United States. Sovereign offers a broad array of financial services and products including retail banking, business and corporate banking, cash management, capital markets, wealth management, and insurance. Sovereign is the 18th largest banking institution in the United States and is interested in partnering with the public workforce system across its portfolio.

Workforce system outreach

Senior human resources staff from Sovereign Bank met with the BRG on January 19 and April 12, 2006, to discuss Sovereign's structure,

Active Partnerships

workforce needs, and plan for partnering with the public workforce system. On May 3, 2006, the BRG coordinated a conference call with Sovereign representatives and State Coordinators in the New England region. On May 12, 2006, the BRG coordinated a similar call for the mid-Atlantic region. Sovereign followed up on these calls to hold meetings at the state level to determine local action plans.

The BRG will continue to provide technical assistance as Sovereign develops its local connections and will provide assistance in making additional connections. In addition to maintaining connections to the public workforce system, the BRG is also pursuing solutions around military spouses.

STARBUCKS

Partner since December 2006



Starbucks has 5,668 company-operated coffeehouses and 3,168 licensed locations in all 50 states. The average age of its workforce is below 25.

Priority engagements

Technology-based learning, youth, veterans

Innovations

Starbucks' in-company training program — largely provided on-line at its store locations — is recognized by a number of U.S. universities and can be accredited to provide up to approximately 25 percent of total credit hours required for a bachelor's degree.

ETA events

Starbucks was a panelist at the National Veterans Employment Summit and Job Fair on November 9, 2006, in Norfolk, VA.

Starbucks attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007.

Workforce system outreach

Starbucks officials met with Assistant Secretary DeRocco on December 7, 2006, to discuss priorities and partnership opportunities.

On January 16, 2007, Starbucks joined the BRG and several of ETA's program offices to explore potential connections and alignment with ETA priorities. The BRG continues its communication collaboration with Starbucks in identifying future partnership opportunities.

TOYS "R" US

Partner since July 2002



There are 679 Toys "R" Us stores, 188 Babies "R" Us stores, 37 Imaginarium stores, 4 Geoffrey stores, and 13 distribution centers.

ETA events

Toys "R" Us attended the business partner forum in Washington, D.C, on May 14, 2004, and presented at the Workforce Innovations conference in July 2004.

Workforce system outreach

In 2002 and 2003, successful nationwide roll-outs, dubbed Operation Geoffrey, successfully connected Toys "R" Us stores to their local One-Stop Career Centers to help them fill their 45,000 seasonal positions.

In January 2004, the BRG assisted Toys "R" Us in the closure of the Kids "R" Us division by alerting state coordinators and rapid response coordinators and developing a Web site designed to provide information about the closings and the services of the public workforce system for One-Stop representatives and Kids "R" Us managers.

Active Partnerships

The final Kids “R” Us stores closed in 2004, and an e-lert was sent to relevant BRG state coordinators and their state Rapid Response coordinators to inform them about the final closures.

Toys “R” Us launched its 2004 seasonal hiring campaign in 20 metropolitan markets most in need of temporary and part-time workers: Atlanta, Baltimore, Boston, Chicago, Cleveland, Dallas, Denver, Detroit, Houston, Los Angeles, Miami, Minneapolis, New Orleans, New York, Philadelphia, Pittsburgh, St. Louis, San Diego, San Francisco, and Washington, D.C. Toys “R” Us regional managers initiated meetings with State Coordinators and One-Stop Career Centers in those markets to plan for recruitment and hiring of seasonal workers.

Toys “R” Us arranged a more intensive meeting in Dallas, TX, to develop a pilot recruitment process using Unicru, an online job application tool. The Unicru pilot allows jobseekers to apply for Toys “R” Us positions directly from One-Stop centers.

On March 17, 2005, the company announced it was being sold in its entirety to a group of investors led by KKR Group, Bain Capital, and Vornado Realty. The BRG held a meeting on April 12, 2005, with Toys “R” Us and Babies “R” Us officials to discuss the impact of the corporate buyout and develop a plan for additional workforce connections. Following this meeting, the BRG helped to facilitate a connection to staff a new flagship Babies “R” Us location in New York City. In April 2005, Toys “R” Us announced that 1,700 employees nationwide would be laid off or reduced to part-time status. The BRG helped inform the workforce system of the layoffs and facilitated a connection in Northern California, which had the largest layoffs.

Toys “R” Us participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005. The BRG provided technical assistance to Toys “R” Us in responding to dislocations due to Hurricanes Katrina and Rita.

In September 2005, the BRG provided technical assistance as Toys “R” Us prepared for its upcoming seasonal hiring campaign.

On January 6, 2006, Toys “R” Us announced it was closing 73 stores. An additional 12 stores were being converted to the Babies “R” Us format. The BRG alerted its State Coordinators about the layoffs. The BRG held calls with The Home Depot and CVS about connecting to stores that are closing, and also informed the National Retail Federation Foundation about potential opportunities to retrain individuals at its Retail Skill Centers.

A script was added to the toll-free help line providing information and directing impacted individuals to their One-Stop Career Center.

Toys “R” Us and Babies “R” Us senior leadership on May 15, 2006 met with Office of Workforce Investment staff to review hiring initiatives and plan additional partnership activities. Toys “R” Us is partnering with Unicru to handle on-line associate applications, and the company will be directing individuals to One-Stop Career Centers to apply.

The Office of Workforce Investment assisted Toys “R” Us in connecting in Ohio, where the company is opening a new distribution center.

The BRG will continue to work with Toys “R” Us to inform One-Stop Career Centers about the company’s on-line application process.

Active Partnerships

WERNER ENTERPRISES

Partner since April 2003



Werner is a leading truckload transportation provider of general commodities, with over 8,100 trucks and 10,000 employees.

Priority engagements

Veterans, apprenticeship

Innovations

Werner has developed a unique on-line system for tracking referrals from One-Stop Career Centers automatically. Because Werner recruiters are constantly on the road and have little time for data entry, this system allows recruiters to visit One-Stops more frequently and to see the results effortlessly. In addition, the system allows One-Stops and workforce boards to get regular updates on the success of the individuals they refer, all through the Web-based system.

Werner has aggressively recruited veterans to be civilian truck drivers. Eligible veterans who enter Werner's Professional Truck Driving Apprenticeship Program, registered by the U.S. Department of Labor, can receive benefits through the Montgomery G.I. Bill for a full year while they complete their coursework and on-the-job learning. Since the apprenticeship program launched on May 2, 2006, more than 5,000 truck drivers, including more than 1,100 veterans, have registered as apprentices.

ETA events

Werner attended the business partner forum in Washington, D.C., on May 14, 2004, presented at the Heartland Conference in St. Louis, MO, on June 9, 2004, and presented at the Workforce Innovations conference in July 2004. Werner participated in the Transportation Executive Forum in Washington, D.C., on

September 14, 2004. Werner also participated in the layoff aversion workgroup conference call in October 2004.

Werner was a panelist at the Workforce Innovations conference in July 2005 and shared its referral tracking system. At the conference, Werner participated in the employer reception and the BRG integrated business solutions meeting.

Werner attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Werner was a panelist at the National Veterans Employment Summit and Job Fair on November 9, 2006, in Norfolk, VA.

Werner attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007. Werner also participated in the Apprenticeship Plaza at the conference.

Workforce system outreach

BRG staff visited Werner's corporate headquarters in Omaha, NE, on July 23, 2003, to discuss Werner's strong need for more truck drivers, mechanics, and managers.

Local partnership events were held in 2004 as pilots in Dallas, TX; Chicago, IL; and Sacramento, CA. Representatives from the local workforce boards and One-Stops as well as Werner staff and field recruiters attended.

On January 19, 2005, Werner executives met with staff from the BRG, VETS, the Office of Apprenticeship, and the Veterans Administration to explore recruiting veterans who are eligible for funding through the G.I. Bill. Werner also expressed its intention to develop a registered apprenticeship program.

Active Partnerships

The BRG provided technical assistance to Werner in responding to dislocations due to Hurricanes Katrina and Rita.

The BRG provided technical assistance to Werner regarding Foreign Labor Certification and facilitated a connection with the Office of National Programs.

Werner met with Assistant Secretary DeRocco, Assistant Secretary for Veterans Employment and Training Charles Ciccorella, and staff from the Office of Workforce Investment and the Office of Apprenticeship on August 8, 2006, to discuss its successful apprenticeship.

The BRG will continue to foster connections within ETA and with the state and local public workforce systems. This will include continued support for Werner's registered apprenticeship programs and outreach to military bases to recruit veterans.

Other Partners

The BRG maintains communication with the following employers and provides assistance in implementing business solutions as requested:

- Bank of America
- First Advantage
- Good Samaritan Society
- Greyhound
- Marriott International
- Menlo Worldwide
- REI
- Safeway
- Universal Health Services (UHS)
- Verizon

Career Awareness

CAREER VOYAGES

www.careervoyages.gov

Career Voyages is a collaborative Web site of the U.S. Department of Labor and the U.S. Department of Education. It provides critical information on high growth, in-demand occupations along with the skills and education needed to attain those jobs.

The Web site seeks to:

- Provide visitors with key information about the in-demand occupations such as:
 - Growth rates and projected need over the next ten years;
 - Wage trends; and
 - Typical education and training levels.
- Direct visitors to local training and education opportunities to prepare for these occupations
- Inform visitors of the industry-sponsored sites with important career and education information.

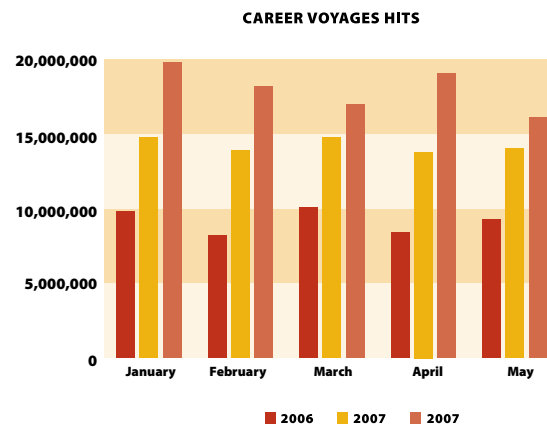
Career Voyages is designed with four target groups in mind:

- Students: young people who are either still in high school or recent graduates
- Career changers: individuals facing a career change either due to disruptions in their field, separation from the military, etc. and who are looking to find a better job in a growing field
- Parents: parents and guardians trying to help their son or daughter make good career and/or educational choices
- Career advisors: career counselors, educators, clergy, coaches, and anyone

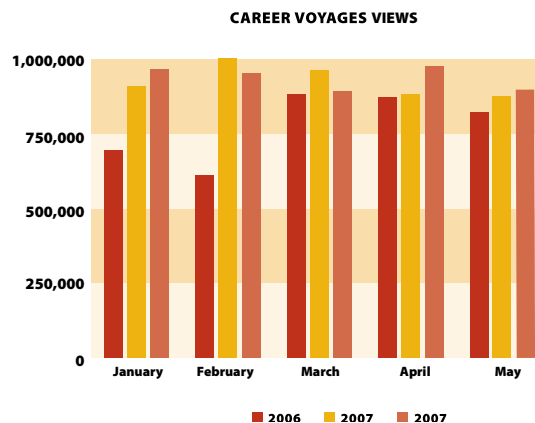
who assists others with identifying and preparing for occupational opportunities

ETA in Action

The Career Voyages Web site continues to grow, with new content from both public and private partners. In the first half of 2008, the site had a healthy amount of traffic with approximately 90.2 million hits and almost 4.7 million page views. Several new site statistic records were set during this period in Hits, Visits, Unique Visitors, and Repeat Visitors. Year-over-year gains in hits continue to grow.



After a slight decline in year-over-year page views, some adjustments to the navigation have spurred a return to growth.



Career Awareness

In 2008, Career Voyages will continue to grow and add customization. A primary driver of this growth will be the ongoing content acquisition and creation for the individual industries and specific sectors. Customization will come in the form of developing and offering information about key regions for each of the industries as appropriate. Data from official government sources as well as industry partners will make up the core of this new information. Outreach continues to be a priority, with future efforts to reach out to the Spanish-speaking community, other audience specific groups, and collaborative efforts with industry partners.

BRG contact

Justin Navarro

IN DEMAND MAGAZINE

In Demand magazine is the result of a partnership between the U.S. Department of Labor and McGraw Hill Construction that highlights job opportunities, career paths for young people, and career awareness for parents, teachers, and guidance and school counselors. Each issue explores careers in a different high-growth industry. It offers resources to explore careers and tips on how to help students build successful futures.

ETA in action

The first four issues of the magazine focused on specific high-growth, high-demand industries:

- Careers in Construction, in November 2005
- Careers in Energy, in January 2006
- Careers in Advanced Manufacturing, in April 2006
- Careers in Health Care, in May 2006

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, released a back-to-school cross-industry issue, *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security.

For each edition, 1 million copies of this magazine were sent to 18,427 high schools across the United States. Copies of *In Demand* are available for download at www.careervoyages.gov/indemandmagazine-main.cfm.

ETA contact

Denise Kennedy

NATIONAL PARENT TEACHER ASSOCIATION (PTA)

In September 2005, ETA awarded the National Parent Teacher Association (PTA), one of this country's largest volunteer child advocacy associations, a President's High Growth Job Training Initiative grant. ETA and the PTA partnered to provide school personnel, students, and families with information that will better enable high school age youth to utilize available resources to assist with career planning and to help them make the right academic decisions that will affect successful transitions from school to work.

ETA in action

Through its partnership, ETA and the PTA have launched the PTA Goes to Work Campaign and developed both an internet site and a *PTA Career Planning Toolkit*. Parents and guardians are one of the most important keys to a young person's success in education and in employment. In today's economy, parents and guardians need to be as well informed about their child's

Career Awareness

opportunities in the 21st century workforce as school guidance counselors and teachers. *The PTA Goes to Work* Web site (www.pta.org/goe-stowork) is a gateway for parents and school officials to explore vast career opportunities and allows students to navigate their own academic preparation. The *PTA Career Planning Toolkit* showcases high-growth industries and the skills needed to attain jobs. The toolkit provides three guides targeting the full array of PTA's audiences and includes additional items by ETA to promote career planning and college exploration.

The toolkit was mailed in the fall of 2007 to over 26,000 local and state PTAs, as well as 80,000 middle and high schools, and shared with parents and school officials. The toolkit is also available on the Career Voyages Web site (www.careervoyages.gov); Workforce3 One (www.workforce3one.org); and ETA's Web site (www.doleta.gov) to promote a broader use.

ETA contact

Maisha Meminger

WORKFORCE3 ONE

www.workforce3one.org

Workforce3 One strives to support a workforce investment system that works collaboratively with key stakeholders such as employers, the educational system, economic development, and others to develop talent in the context of regional economies, capitalize on new and growing job opportunities in high-growth, high-demand, and economically vital industries, and enhance overall global competitiveness.

Workforce3 One seeks to build the capacity of the nation's workforce investment system and build a community of practice that will enable the system to:

- Effectively deliver integrated and solutions-based services
- Promote effective leadership and sustainable partnerships that seek to develop talent in the context of regional economies
- Anticipate and expedite responsiveness to the workforce needs of business and industry
- Foster innovation in communities that will support regional economic growth

Workforce3 One in Action

Registered users have surpassed the 32,000 mark. Content and features also continue to grow on the site, with more than 6,400 content resources posted. The innovative Quick Start Action Planner for Regional Economic Development continues to attract users, along with dynamic and informative Podcasts and Webinars. To date, ETA has hosted more than 257 Webinars, engaging over 43, 245 individuals through these events.

Workforce3 One continues to advance the WIRED framework through multi-media on the site featuring:

- Self-learning modules, such as the newly posted WIRED 101 series that presents the journey to WIRED; an overview of the WIRED framework and the six-step transformational process to regional economic development;
- Podcasts featuring such presenters as Randall Kempner on *Why Regionalism?*;
- Tools to use to identify your regional economy or to map regional assets; and
- *Innovations in Action* articles that present dynamic approaches for replication.

Career Awareness

Also, the Workforce Solutions page has been updated and will be relaunched this summer. This page hosts a database of products, tools, and materials developed through the President's High Growth Grant Initiative and the Community-based Job Training Initiative. An additional 150 resources are now available, and users can now search the database by state.

To further promote the Workforce Solutions that are available for dissemination and adoption by all Workforce3 One communities, a sampling of them are featured in the monthly e-newsletter sent to all 32,000 registrants. In addition, there are archived Podcasts available to learn more about these solutions.

By collecting these resources and being a central part of ETA's dissemination of grant products, Workforce3 One is helping to drive transformation of the workforce system and helping regions to implement economic development initiatives.

OWI contact

Robin Fernkas