

FINAL DRAFT

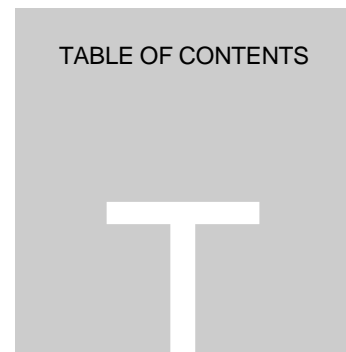


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Description of Organization

The United States Department of Labor, Employment and Training Administration has Regional Offices to oversee federally funded employment and training programs for all 50 States, District of Columbia, Puerto Rico, the Virgin Islands, and the Pacific territories. The Regional Offices promote the development of a nationwide workforce development system.

The Regional Offices provide policy leadership and technical assistance to States and localities for the design, implementation, and operation of a wide variety of federally funded workforce development system products and services and have the responsibility of overseeing the fiscal and management integrity of the programs.

Most programs are funded through grant arrangements, primarily with State governments, but some grants and contracts are with local governments, private non-profit entities, and private contractors. The totality of grant and contract awards are projected in 2001 to be over \$31 billion.

Product and Service Responsibility

United States Department of Labor, Employment and Training Administration Regional Offices serve a range of very different customers with unique needs and expectations. As a result, responsibilities related to products and services vary from administrative functions to those that are hands-on and provide direct assistance to individuals working on the front-line in local and State areas. Regional Office responsibilities reflect a shift from oversight to consultation and technical assistance that is results oriented and sets a standard of holding the system accountable. The primary responsibilities are provided in the following outline.

C Leadership

- Make policy recommendations.
- Promote the Secretary of Labor's goals to the workforce development system.
- Promote a common vision to federal agencies, stakeholders, partners, staff.
- Promote partnerships.
- Promote cultural and program vision changes in Regional, State and local operations.
- Encourage and foster program evaluations and program innovations.

C Operational

- C Operate directly several programs legislated by Congress (Job Corps, BAT, and Foreign Labor Certification).
- C Provide internal capacity building.
- C Conduct contract and grant related negotiations.
- C Broker services.
- C Conduct mediation.
- C Solve problems.
- C Oversee performance measurement activities.
- C Cultivate employer and labor participation and involvement in programs.
- C Manage grants and contracts.
- C Convene interest groups and coalitions.

C Oversight

- C Provide policy guidance to State and local program operators.
- C Conduct oversight activities.
- C Provide continuous improvement feedback to contractors and agencies.
- C Communicate performance expectations and assess progress.
- C Review and analyze State WIA Plans.

C Promotional

- C Educate the workforce development system related to programs and services.
- C Promote use of technology.

C Technical Assistance

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BUSINESS OVERVIEW

- C Develop strategic tools to assist States and localities.
- C Provide directives and instructions.
- C Promote the Workforce Excellence Network.
- C Develop assistance guides.
- C Coach the workforce development system.
- C Provide technical assistance to States and localities.
- C Advise States and local areas.
- C Provide feedback to States.
- C Develop and deliver training to locals, States, stakeholders, State and local Workforce Investment Boards, staff, and partners.
- C Provide State and local consultation.
- C Interpret regulations.
- C Conduct complaint resolution.
- C Conduct and sponsor seminars, conferences, and academies.
- C Promote the sharing of best practices.
- C Conduct audit resolution activities.

Size and Location

In calendar year 2000, the Employment and Training Administration Regional Offices collectively had 822 staff. The total number of United States Department of Labor Employment and Training Administration staff equaled 1,383. The regional staffing represents 59.4% of the total number of employees.

Most of the regional activity is carried out by staff located in seven Employment and Training Administration Regional Offices, operating in ten geographic locations. Each of the seven Regional Offices are responsible for overseeing workforce development activities in specific States and territories located in geographic proximity to the Regional Offices. A full set of services are provided by each Regional Office. The seven regions and ten geographic locations are outlined on the map provided in Attachment A. The map provides a color-coded review of the States associated with each Region.

Organizational Culture

The purpose of United States Department of Labor Regional Offices is to promote and assist the workforce development system in each State and local area to develop and operate an effective integrated workforce investment system which provides a skilled workforce to employers and high quality training and employment assistance to America's workers. Regional Offices have a comprehensive view of the workforce development system that encompasses workers, students, and the emerging workforce.

Regional Offices lead the transition to an even more effective workforce development system in each State and local workforce area. Continued leadership will require cultural and technological changes with a shift from process oriented to results oriented.

The Regional Offices carry out the mission of the United States Department of Labor Employment and Training Administration:

“to contribute to the more efficient and effective functioning of the U.S. labor market by providing high quality job training, employment, labor market information, and income maintenance primarily through state and local workforce development systems.”

Core values embrace a customer-focused system that is results-oriented. Regional Offices solicit and incorporate the input of stakeholders in the development of service strategies to insure customer needs and expectations are met. Within regional offices work is carried out in an environment that values the importance of public trust and organizational and personal integrity.

Major Markets and Principal Customer Types

Business Community

- C Economic development entities.
- C Employers.

Job Seekers

- C Dislocated workers.
- C Older workers.
- C Individuals with disabilities.
- C Individuals with a language barrier.
- C Youth.
- C Adults.

State and Local Governments/Non-Profits

- C Local elected officials.
- C State elected officials.
- C Community based organizations.
- C Grantees.
- C Contractors/Subcontractors.
- C Other federal agencies.
- C Educational and vocational community.
- C State and local workforce boards.

Associations

- C Labor organizations.
- C Media.
- C Professional Associations.
- C Public interest groups.

Employee Base (number, types, education, bargaining units, diversity)

The 822 Regional Office employees, distributed throughout seven regional areas and ten geographic locations are distributed as follows:

Region 1	Boston	68
Region 1	New York	77
Region 2	Philadelphia	103
Region 3	Atlanta	117
Region 4:		
C	Dallas	84
C	Denver	52
Region 5:		
C	Chicago	120
C	Kansas City	59
Region 6:		
C	San Francisco	91
C	Seattle	51

As a government agency, the staff of the Employment and Training Administration has experienced significant changes the past two years. This is in part due to the aging and retirement of significant numbers of long-term employees, and concomitant hiring of new staff. Additional significant staffing changes are expected to continue to occur over the next four years as the current aging work force becomes eligible to retire.

These trends and profiles point to the need to increase the agency's investment in internal staff training and capacity building, to maintain current expertise as retirements occur as well as to develop the next generation of ETA leaders. Staff

development needs to be geared towards building both a broad working knowledge of all Employment and Training Administration programs and in-depth knowledge of specialty areas. The culture needs to be changed to one of results oriented, systems building, universal service, and promotion of technology.

For the most part, Employment and Training Administration regional staff in professional job classifications possess 16+ years of formal education. The current ETA employee average length of service to the Federal government is 17.8 years.

The ETA regional work force is extremely diverse, with the following profile based on the 1990 census.

C	Blacks	26.0%
C	Hispanics	11.0%
C	Asian American/Pacific Islander	4.1%
C	American Indiana/Alaskan Native	1.4%

All of these figures exceed Civilian Labor Force Rates.

Female representation in the ETA regional offices was 55.2% also exceeding the Civilian Labor Force Rate.

Bargaining Unit

ETA has long been committed to working in partnership with labor organizations. Employees are represented by the National Council of Field Labor Lodges (NCFLL).

Relationship to Parent Organization

The Regional Offices are part of a nationwide network. Nearly 60% of all United States Department of Labor Employment and Training Administration staff work in the Regional Offices.

Traditionally it has been the role of the Employment and Training Administration's National Office in Washington DC to provide policy leadership, direction and

support to the Regional Offices. The regions in turn have carried out important operational functions with State and local agencies including grant and contract management, and provide a wide variety of information to the National Office concerning the implementation and operation of Employment and Training Administration funded programs. The Regional Offices are the best informed in relation to organizations and businesses in the regions. While Congress, OMB, other executive agencies, IGO's and other national groups are the Employment and Training Administration National Office's immediate customers, State and local program grantees and other stakeholders (at the state and local levels) are primary customers of the Regional Offices.

In general, the National Office engages in long-term strategies while the Regional Offices focus on shorter-term operations. The National Office provides resource allocation, policy direction, and strategic plan guidance. Regional Offices provide policy leadership to State and local grantees and other stakeholders, as well as on-site technical assistance, operational support, information, training/capacity building, and performance management accountability including oversight, grants and contracts management and fiscal integrity.

The National Office policy decisions are informed by Regional Office field experiences.



Customer Needs and Expectations

Regional Offices have systemically obtained customer feedback that drives the business principles. Customers expect the Regional Offices to meet or exceed their needs and expectations.

Customers need and want:

- C Accurate response to questions.
- C Timely response to questions.
- C Expert technical assistance from people who know what they are talking about.
- C Resources in the form of technical assistance and guidance as well as funding.
- C Leadership without interference.
- C Regional Office contacts to be professional.
- C Assistance in building local and State partnerships.
- C Regional Office staff to coach and guide them in problem solving and in making informed decisions.
- C Training on federal programs and fiscal requirements.
- C A single point of contact at the Regional Office that knows and understands their uniqueness.

A key challenge for the Regional Offices is managing the varied and diverse requirements of different customers. Regional Offices are engaged in an active continuous improvement effort to focus on the needs and expectations of each customer group to maximize customer satisfaction and business results.

Suppliers and Partners

Regional Offices have suppliers for services such as training, office supplies and the engagement of contractors to operate Job Corp Centers. Partnering is considered a major premise for how the Employment and Training Administration conducts its overall business. The term “partner” is used to refer to our State and local grantees and contractors, apprenticeship sponsors, other federal agencies and those entities with which we have, or would like to have, an ongoing relationship.

Regional Offices have National Corporate Partnership Agreements with numerous regional and national partners. The purpose of these partnerships is to align training and education with current employer needs, to provide outside resources such as consultants and instructors, and to provide opportunities for work-based learning and career employment. These partnerships result in maximizing available staff and funding resources, better alignment with the changing economy, and improved efficiency, effectiveness, and productivity.

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Competitive Situation

There is competition for the services provided by the Regional Offices. Competitors include the grantees themselves, contractors, other governmental staff and private sector companies including employment services and on-line computer services.

Other federal agencies can be a source of competition in terms of both federal funding, and sometimes, in serving the same customers. Contractors, employment and training associations, and IGO's who provide technical assistance to State and local agencies often compete with Regional Offices in providing expert information to the workforce system.

This competition helps reinforce the need for continuous improvement and modeling successful business behaviors. Regional Offices see competition as a positive factor that helps them stay focused on key business principles including customer satisfaction and successful outcomes.

Business Directions

Major New Thrusts

A variety of factors have an effect on the business conducted by the Regional Offices. Factors that currently influence the work of the Regional Offices include:

- C The Workforce Investment Act.
- C A shift in functions from less oversight to more consultation, technical assistance, and marketing.
- C The business community is a continuing and enhanced focus.
- C The aging workforce.
- C Emphasis on performance accountability.
- C A shift to a results orientation.
- C Focus on customer satisfaction.
- C A need to understand and engage in continuous improvement activities.
- C A renewed urgency for partnership building.
- C Functioning in a skills shortage economy.
- C Closing the digital divide.
- C Adding employed workers as customers.
- C Required universal services through a local one-stop system.
- C New rural initiatives.
- C Rapid technological change.

- C Increased distance learning demands.
- C Introduction of e-Government.
- C Changing demographics.
- C Alternative work arrangements (e.g. temporary workers, independent contractors, contract firm workers, etc.).
- C The need to promote and educate workforce development issues.

New Business Alliances

The renewed focus on partnership and collaboration requires new and expanded business alliances. New business alliances include:

- C Expanded partner relationships.
- C Other federal partners.
- C Business community (employers).
- C Organized labor.
- C Business partnerships with vocational and educational institutions.

Regional Offices are revisiting current partnerships to enhance and expand relationships.