

CIRCULAR 97-01**Date: December 20, 1996**

U.S. Department of Labor Employment and Training Administration Office of Apprenticeship and Training, Employer and Labor Services (OATELS) Washington, D.C. 20210	<u>Distribution:</u> A-541 Headquarters A-546 All Field Staff A-547 SD+RD+SAC; Lab. Com.	<u>Subject:</u> Program Guidance Memorandum BAT Goals and Objectives for Fiscal Year 1997 <u>Code:</u> 503
Symbols: TWA:RD		<u>Action:</u> Immediate

PURPOSE: To provide all Bureau staff with the goals and objectives established for Fiscal Year 1997. These goals and objectives are to be used in developing work plans, performance standards and performance measures.

BACKGROUND: Fiscal Year 1997 is expected to be another challenging and eventful year for BAT and its staff. For several years BAT has gone without a formal planning and program guidance memorandum. Under the guidance of the Senior Leadership Team and with the help of our Priority Teams we will be involved in a number of high priority activities to develop processes and planning that will permit us to more effectively fulfill our program mission within continued budget constraints. While our Priority Teams continue their work, our core services must not be ignored. Bureau program priorities and objectives will be focused on the following general areas nationally, by region and by state:

- Expand Apprenticeship:
- Improve Equal Opportunity:
- Improve program quality:
- Supports program and office goals:
- Supports quality principals and customer service goals:
- Demonstrates leadership by effective use of human and budget resources:
- Works in teams and forms effective partnerships:

ACTION: BAT staffs at all levels are expected to become familiar with the goals and objectives provided in the attachment in this circular. Regional and State Fiscal 1997 performance standards should be based upon consideration of these goals and objectives. Our performance in meeting these goals and objectives may well pave the way for BAT's future. All State Directors are to share this document with their respective SAC and/or Labor Commissioner.

BUREAU OF APPRENTICESHIP AND TRAINING

GOALS AND OBJECTIVES

FISCAL YEAR 1997

Goals and Objectives: The goals and objectives for fiscal year 1997 include ongoing activities to expand apprenticeship opportunities for American workers, the expansion of opportunities for women and minorities in targeted industries and programs having participation rates that are less than the national average, improving the quality of apprenticeship training by the improvement of retention rates in selected industries and occupations, improvement of customer service through effective use of technology available to BAT and continue to work to develop and maintain partnerships with other public and private agencies whose missions are complementary to those of BAT.

The goals and emphasis discussed herein will be incorporated into the BAT staff performance standards and appraisals for fiscal year 1997 to provide for measuring the achievement of the objectives. The following information is furnished for your guidance and planning purposes.

Seven (7) goals follow:

GOAL I: Expand Apprenticeship: National Goal: Expand new registrants by four percent over FY96 new registrants.

Objectives:

1. Develop and implement a comprehensive National, Regional and State marketing program to expand the apprenticeship concept of training. State marketing programs should be developed in partnership with SACs where applicable. Responsibility NO/RO/SO
2. Develop and install new apprenticeship programs with emphasis on non-traditional occupations and industries. Responsibility NO/SO
3. Utilize current labor market information and work with SOICCs and other employment service agencies to match current and projected needs by occupation and undertake targeted promotional efforts to address them. Responsibility NO/SO
4. Implement strategies developed by the Expansion team to maximize use of resources. Responsibility NO/RO/SO

Measures:

Objectives are met when goal has been achieved and/or when all recommended objectives have been implemented in pursuit of goal, documented by reporting requirements.

GOAL II: Improve Equal Opportunity: National goal: The national average of women and minorities in apprenticeship is 8 and 26 percent respectively. During FY 1997

BAT will review and target programs with women and minority participation rates that are less than the national average, taking into account the local labor market area. BAT will conduct an aggressive technical assistance campaign to increase the percentage of newly registered women and minorities in those targeted programs to narrow the gap by 1 percent.

Objectives:

1. Develop a list of 5+ programs with women and/or minority participation rates that are less than the national average or the local labor market area average.
Responsibility SO
2. Develop a plan to conduct Comprehensive on site EEO compliance reviews as resources permit, review and revise AA plans and selection procedures, or engage in any other technical assistance activity or EEO training as appropriate.
Responsibility SO
3. Develop and maintain close and cooperative working relationships with SACs, the Women's Bureau, Minority and women's groups to promote and coordinate outreach activities with program sponsors.
Responsibility NO/RO/SO
4. Develop or assist in developing apprenticeship, pre-apprenticeship, school to apprenticeship or any other programs directed specifically for women and minorities.
Responsibility NO/RO/SO
5. Implement procedures for standardizing format for compliance reviews as developed by the Diversity Team.
Responsibility SO

Measures:

Objectives are met when targeted programs have increased participation rates for minorities and women by 1 percent and/or all recommended objectives have been implemented in pursuit of goal and documented by reporting requirements.

GOAL III: Improve Program quality: National goal: With the class of FY 1995, improve the retention rate by one percent annually for identified/targeted industries and occupations.

Objectives:

1. Identify by industry and by occupation a list of 5+ programs with a history of high cancellations. Responsibility SO
2. Develop a plan to conduct on-site quality reviews, as resources permit. Review and/or revise, as appropriate, selection criteria to improve retention as appropriate

or engage in any other technical assistance activity specifically directed at improving retention in these programs.
Responsibility NO/RO/SO

3. Promote programs such as pre-apprenticeship and school to apprenticeship that may improve retention by providing education and training to adults and in school youth. Responsibility NO/RO/SO
4. Develop and maintain close and cooperative working relationships with SACs, labor, management, educational and community based organizations in order to impact the quality of education and training in the local area.
Responsibility NO/RO/SO
5. Implement procedures for improvement as developed by the Quality Retention Team and Partnership Team
Responsibility NO/RO/SO

Measures:

Objectives are met when the retention rate improves by one percent annually for identified/targeted industries and occupations and/or when all recommended objectives have been implemented in pursuit of goal and documented by reporting requirement.

GOAL IV: Supports program and office goals: Develops an annual plan necessary to meet organizational objectives, using measures to determine if objectives are being achieved and meets goals within budget constraints to improve effectiveness of operations.

Objectives:

1. Develops regional and state annual plans to increase productivity using all available resources including products or processes developed by various priority teams. Responsibility RO/SO
2. Allocates and distributes resources utilizing the recommendations of the National and Regional Empowerment/UM Team, using guidelines developed by Resource Allocation Team, and approved by SLT.
Responsibility NO/RO/SO
3. Increase the use of available advanced technology to the fullest extent practical, utilizing the services of the Information Systems and Technology Team and the Regional Computer Liaison.
Responsibility NO/RO/SO

Measures:

Objectives are met when an approved plan is in place. Resources, within budget constraints, are being used on schedule toward meeting the goal and objectives outlined in plan, and all staff are utilizing available ADP equipment effectively.

GOAL V: Quality Principals/Customer Service: Knows customer population and is aware of their needs. Monitors and takes actions to continuously improve quality and quantity of service, listening to and treating customers with respect and thereby creating a positive image of BAT.

Objectives:

1. Incorporate into annual plan customer's needs for technical assistance and services.
Responsibility NO/RO/SO
2. Identifies problems/obstacles that have National, Regional or State impact and ways to address them using new ideas and partnerships to accomplish objectives.
Responsibility NO/RO/SO
3. Provides technical assistance and service.
Responsibility NO/RO/SO

Measures:

Objectives are met when technical assistance or services are provided customers in a positive way. Treating customers (internal and external) with respect creating a positive image of BAT. This will be documented by reporting requirement.

GOAL VI: Leadership/human resources: Provides leadership by presenting a clear vision of BAT's goals and directs associates efforts on focusing on those efforts. Understands and implements human resources policies and programs, while demonstrating commitment to BAT's EEO objectives.

Objectives:

1. Develops understanding of BAT's mission, values, and goals and supports BAT's EEO goals by participating in or providing training, promoting and recognizing staff.
Responsibility NO/RO/SO
2. Supports the spirit and letter of the bargaining agreement and related Executive Orders.
Responsibility NO/RO/SO
3. Supports the general policy direction and leadership to allow maximum flexibility for staff to pursue work goals, and continuously strives to improve personal/unit/team cohesion.
Responsibility NO/RO/SO

Measures:

Objectives are met when, in pursuit of goal, associate participates in training, promotes, recognizes staff in accordance with provisions of bargaining agreement

or participates in mentoring activity to improve personal, unit or team effort, allowing maximum flexibility. This is documented by reporting requirement.

GOAL VII: Works in Teams/Workgroups and Forms Partnerships:
Participates in internal and external teams within local area, State, Region or National office.

Objectives:

1. Facilitates, or engages in training to acquire necessary skills to operate in team/workgroup environment.
Responsibility NO/RO/SO
2. Encourages the utilization and participation of teams/workgroups to further the goals of the Agency and the Department.
Responsibility NO/RO/SO
3. Develops partnerships with internal and external organizations to advance the Agency and Departmental goals.
Responsibility NO/RO/SO

Measures:

Objectives are met when, in pursuit of goal, associate engages in team/workgroup activity, with internal and/or external customer, organization or training activity to acquire team skills.