

U.S. Department of Labor
Employment and Training
Administration

**2001 Annual Performance Plan
for Committee on Appropriations**



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1. Introduction

The FY 2001 Annual Performance Plan (APP) for the Employment and Training Administration (ETA) is based on goals and strategies developed as part of the agency's strategic plan for the period FY 1999 - 2004. Fiscal 2001 is the second year of full implementation of the landmark job training legislation, the Workforce Investment Act of 1998 (WIA). Levels of performance under the new legislation remain the subject of negotiations between each state and the Secretary of Labor, as required by the Act. Only a handful of states will be implementing the legislation in FY 99; therefore, as more states implement WIA, both the strategic plan and this performance plan will be revised to reflect the negotiated levels of performance.

2. Overview of ETA Strategic Plan

The draft Strategic Plan for the Employment and Training Administration (ETA) covers the period 1999-2004, and has been developed through an intensive and open consultation process with our partners. ETA's mission is to *contribute to the more efficient and effective functioning of the U.S. labor market by providing high quality job training, employment, labor market information, and income maintenance primarily through state and local workforce development systems.*

2.1 The Changing Workforce and Workplace

In 1999, the starting point for this plan, the Nation's labor market is performing at record levels. The number of workers employed is at an all-time high, the unemployment rate is at a 30-year low, and real wages are increasing after years of stagnation. Since January 1993, the U.S. economy has generated **18 million** new jobs. Welfare caseloads are down by **44 percent** since August 1996.

BLS projections indicate that occupations with the fastest employment growth for the 1996-2006 period are technology-based occupations and health-related fields. During the same period, demographic data reveal that the labor force is aging with the highest increases in the age groups of 45 to 54 and 55 to 64. All these key external factors will impact on the agency's ability to successfully achieve its goals over the planning period.

2.2 The Workforce Investment Act of 1998

The Workforce Investment Act of (WIA), enacted in August 1998, is the cornerstone of ETA's 1999-2004 strategic plan. The Act envisions a workforce system that is *customer-focused, business-led, and community-centered*. Local One-Stop Career Centers provide individuals with access to career support and businesses with assistance in finding skilled workers. The key principles underlying the legislation are: streamlining services, empowering individuals, universal access, increased accountability, new roles for local boards, state and local flexibility, and improved youth programs.

Local Workforce Investment Boards (WIBs), appointed by Chief Local Elected Officials, oversee operation of the One-Stop Career Center Systems. The WIB is chaired by an individual from the business community, and business representatives must comprise the majority. The WIB also includes local education, labor organizations, economic development agencies, and all one-stop partners, e.g., dislocated worker programs, youth programs, adult education, vocational education, welfare-to-work, unemployment insurance, etc.

Performance Accountability for results is a hallmark of the new legislation. States are required to negotiate expected levels of performance with the Secretary of Labor and submit annual reports on state and local performance, including customer satisfaction indicators for both participants and employers. As of February 2000, the required negotiations have only occurred with a handful of states implementing WIA in 1999. Remaining states will come on board by July 1, 2000. Since GPRA outcome goals must link to negotiated levels of performance, it is premature to set outcome goals for many of the core indicators until negotiations with more states have taken place.

Continuous Improvement is featured prominently in the new Workforce legislation. The Act envisions a high-performance workforce system that is continuously improving and delivering high quality services to its customers -- employers, workers and job seekers. ETA is promoting and supporting the widespread use of the Malcolm Baldrige Criteria for Performance Excellence as a tool for improving organizational effectiveness throughout all levels of the new system, including the agency itself.

2.3 Management Strategies to Improve Organizational Effectiveness

The Workforce Investment Act required that ETA assess its capabilities and to reorganize itself to enable the agency to carry out the duties and responsibilities of the Act in an effective and efficient manner. Using the Baldrige Criteria as a tool, ETA conducted a self-assessment, and developed a plan to reorganize.

To improve its capabilities under the **Leadership Criteria**, the agency created a *Workforce Investment Policy Council* to exercise leadership on values and performance expectations and to guide a focus on customers and stakeholders. The *Council* leads the empowerment of workers, innovation, learning and organizational directions. ETA has also established seven other offices to

improve leadership and organizational effectiveness: *Office of the Assistant Secretary -Deputy for Field Operations; Office of Youth Services; Office of Adult Services; Office of Apprenticeship Training, Employers and Labor Services; Office of Workforce Security; Office of Policy and Research; Office of Technology; and the Office of Financial and Administrative Management.*

ETA also collapsed its field structure of 10 Regional Offices down to six, and more closely integrated Job Corps and Apprenticeship activities with the mainstream regional office functions.

The agency has also developed strategies to improve capabilities under the remaining six Baldrige Criteria: **Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, Process Management, and Business Results.**

2.4 ETA Strategic Goals

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

- ! A Prepared Workforce: Enhance opportunities for America's workforce
- ! A Secure Workforce: Promote the economic security of workers and families
- ! Quality Workplaces: Foster quality workplaces that are safe, healthy, and fair

Each of these cross-cutting strategic goals has associated outcome goals. ETA programs are arrayed under these three strategic goals and the respective outcome goals which track the Department's outcome goals.

! *A Prepared Workforce*

- < *Increase employment, earnings, and retention*
- < *Increase the number of youth, including targeted youth, making a successful transition to a career*
- < *Increase the effective usage of information and analysis on the U.S. economy*
- < *Integrate employer and labor management representatives in WIA*

! *A Secure Workforce*

- < *Increase compliance with worker protection laws*
- < *Improve the effectiveness of programs to protect worker benefits*
- < *Increase employment and earnings for dislocated workers*

! *Quality Workplaces*

- < *Reduce workplace injuries, illnesses, and fatalities*
- < *Increase compliance with equal opportunity laws and regulations*
- < *Support greater balance between work and family*

Associated with each of these goals are specific programs designed to implement ETA priorities including: the President's Welfare-to-Work (WtW) initiative which enables welfare recipients and other low-income parents to move from welfare and other low-wage jobs to stable, unsubsidized employment; expanding the network of One-Stop Career Centers to provide access to universal employment information for job seekers and employers; increasing employment of out-of-school youth in Youth Opportunity Areas; providing employment and retraining assistance for dislocated workers including those who lost their jobs due to trade; and providing full-funding and reform for UI to enhance the economic security of workers and their families and minimize the tax and reporting burden on employers.

3. ETA Strategic Goals and FY 2001 Budget

This budget summary encompasses all ETA programs and activities included in the following appropriation accounts: Training and Employment Services; Community Service Employment for Older Americans; State Unemployment Insurance and Employment Service Operations; Federal Unemployment Benefits and Allowances; Welfare-to-Work Jobs; and Program Administration. ETA's budget should not be viewed as merely a series of separate appropriations, but as indispensable components of America's Jobs Network. America's Jobs Network is the nation's workforce development partnership of federal, state, local and private entities which oversee and operate the programs that assist current and future American workers to reach their skills and earnings potential and America's employers to access skilled workers.

The ETA FY 2001 budget totals \$11 billion, \$879 million above the appropriated level in FY 2000. Discretionary budget authority totals \$10.1 billion, \$820 million above FY 2000, and mandatory programs total \$888.6 million, \$58.9 million above FY 2000. Included in the totals for both years are estimates of H-1B fees that are available for skill shortage grants (\$49.9 million in FY 2000 and \$47.7 million in FY 2001).

The budget for the several appropriations accounts is as follows: Training and Employment Services (TES) request is \$6.2 billion, \$650.6 million and 11.8% above FY 2000; the Community Services Employment for Older Americans (CSEOA) request is \$440.2 million, the same as in FY 2000; the State Unemployment Insurance and Employment Service Operations (SUIESO) request is \$3.39 billion, \$154.7 million and 4.8% above FY 2000; the request for Federal Unemployment Benefits and Allowances (FUBA - for the TAA/NAFTA-TAA programs) is \$453.6 million, \$38.4 million and 9.2% above FY 2000, and reflects \$47 million under proposed legislation to reform and consolidate the trade programs; and the request for the Program Administration account is \$161.1 million, \$15.1 million and 10.3% and 40 FTE above the FY 2000 appropriation. Included in this total is \$1.8 million and 21 FTE that will be financed from H-1B fees. Finally, the request for ETA reflects \$435 million for the Advances to the Unemployment Trust Fund and Other Funds account, which is requested by ESA for the Black Lung Disability Trust Fund, but the account is in ETA's budget as occasionally the account is used to advance funds to the FUBA account or trust fund accounts. No such advances are projected for ETA in FY 2001.

Workforce Investment Act of 1998

This request is the second budget authorized under the Workforce Investment Act (WIA) of 1998, passed by the 105th Congress (P.L. 105-220), which repeals the Job Training Partnership Act (JTPA) as of July 1, 2000. WIA is based on and incorporates the following principles: streamlining services; empowering individuals; universal access; increased accountability; strong roles for local boards and the private sector; State and local flexibility; and improved youth programs. The WIA is intended to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation

programs. All States will have completed the transition from the Job Training Partnership Act programs to the Workforce Investment programs by July 1, 2000, representing the start of program year 2000. There will be several States choosing to transition from JTPA to WIA programs in FY 1999 (program year starting July 1, 1999). Although the WIA goal of consolidating and integrating program services through a one-stop delivery system will be done at the “street” level by local workforce investment boards, WIA requires a restructuring of some ETA programs and their performance goals. Since this restructuring is still underway, we anticipate that some performance goals in Section 4 will be revised to better reflect State and local plans as they implement WIA.

Major New Initiatives for the 21st Century Workforce

The Department’s budget for 2001 reflects new initiatives for the 21st Century Workforce which are also part of ETA’s budget request. ETA’s programs and initiatives address the issues, problems and challenges of meeting the needs of the 21st Century Workforce. ETA’s programs are vital components of the Secretary’s three Strategic Goals of “A Prepared Workforce”, “A Secure Workforce”, and “Quality Workplaces”. The FY 2001 budget includes initiatives that address the needs of adults and youth, as well as dislocated workers and strengthening the one-stop delivery system that is the cornerstone of the new workforce development system envisioned by the Workforce Investment Act. The budget also reflects the second year’s investments for the President’s Universal Reemployment initiative that seeks to meet, by 2004, the following goals: All dislocated workers who need and want services to become reemployed will get those services; all unemployment insurance claimants who need and want reemployment services will receive those services; and all Americans will have access to the information and services of one-stop career centers. New initiatives for FY 2001 are:

- Fathers Work/Families Win
- Incumbent Workers
- Responsible Reintegration for Young Offenders
- Safe Schools/Healthy Students

These initiatives are described under the appropriate outcome goal below.

Strategic Goal 1: A Prepared Workforce

The Prepared Workforce cross-cutting goal seeks to enhance opportunities for America's workforce. Through this goal, ETA is committed to creating a workforce development system where those new to the workforce or those wishing to improve their potential are given the assistance and information needed to achieve success in today's ever-changing job market. Also included are programs to assist employers seeking workers and to provide economic information needed by all Americans to make sound employment judgements. This cross-cutting goal has four outcome goals that relate to ETA:

Outcome Goal 1.1: Increase employment, earnings and retention

Outcome Goal 1.2: Increase the number of youth, including targeted youth, making a successful transition to a career path

Outcome Goal 1.3: Increase the effective usage of information and analysis on the U.S. economy

Outcome Goal 1.4: Increase Employer and Labor Involvement in WIA

Outcome Goal 1.1: Increase employment, earnings and retention

ETA oversees and monitors its employment and training programs in partnership with States and local communities through America's Jobs Network - an evolving workforce development system, which also includes the employer community and the private sector. This system consists of programs that provide training and employment assistance with an emphasis on those who are low-income workers or disadvantaged.

- ! **Welfare-to-Work:** The FY 2001 budget does not include funds for the Welfare-to-Work program, but a proposal will be made to extend the expenditure life of already awarded funds to grantees to be expended for an additional two years. Also, in November of 1999, the Administration received desired legislative amendments to the WtW program. Title VIII of H.R. 3424, enacted as part of the Consolidated Appropriations Act for FY 2000, contains the "Welfare to Work and Child Support Amendments of 1999" (1999 Amendments). These amendments will significantly improve the program's ability to more effectively serve both welfare recipients, custodial parents with incomes below the poverty line, and non-custodial parents of low-income children, and will streamline WtW reporting requirements.

- ! **Adult Grants:** The FY 2001 request is \$950 million, the same as the FY 2000 appropriation. The Workforce Investment Act provides new opportunities to provide universal access to all adults, including a greater number of low-income adults (including welfare recipients placed in jobs through the WtW program) who need skills training and employment services to enable them to get new and better jobs. Under the WIA program, all adults are eligible to receive core services, with intensive services and training targeted to those most in need. These funds will enable approximately 380,000 adults to receive core, intensive and training services helping to close the skills and wage gaps for these workers.

- ! **Fathers Work/Families Win Initiative:** The budget includes \$255,000,000 under WIA National Programs authority to assist low-income working families, including non-custodial fathers, to get the training and services needed to obtain better jobs and higher wages. It is estimated that approximately 80,000 people (40,000 in the Fathers Work component and 40,000 in the Families Win Component will be served).

- ! **Native Americans:** The budget request includes \$55 million, a net decrease of \$3.6 million from the FY 2000 appropriation. There is an increase of \$1.2 million to raise the base program to its

minimum funding level under WIA - \$55 million. There is a decrease of \$4.6 million, representing one-time increase in FY 2000 to complete a facility in Hawaii to serve American Samoans. It is estimated that about 22,000 Native Americans will be served in FY 2001.

- ! **Migrant and Seasonal Farmworkers (MSFW):** The budget for FY 2001 is \$74.4 million, an increase of \$250 thousand over FY 2000. It is projected that 39,700 disadvantaged adults will be provided assistance. Also included in the 2001 request is \$5 million in Pilots, Demonstrations and Research funds to continue the Migrant Child Labor initiative that was included in the President's FY 1999 and 2000 requests (see Strategic Goal 3). The FY 2001 request also reflects \$15 million for migrant youth activities, as authorized by the Workforce Investment Act. These funds are requested as part of the \$250 million authorized for Youth Opportunity Grants (see Outcome Goal 1.2 - Youth).
- ! **Community Service Employment for Older Americans Program (CSEOA):** The budget request includes \$440.2 million, the same as FY 2000. These funds provide minimum wage employment to low-income older workers, with the goal of maximizing unsubsidized employment. It is projected that 92,000 older adults will be assisted in FY 2001. The budget assumes re-authorization of the program.

The Employment Service Grants to States budget activity now consists of two grants to States programs - the ES Wagner-Peyser Formula grants and the ES Reemployment Service grants.

- ! **Employment Service Formula Grants to States (Allotments to States):** The request for the Employment Service is \$761 million, the same as FY 2000. The public labor exchange is the cornerstone for the one-stop delivery system and its network of One-Stop Career Centers.
- ! **Reemployment Service Grants to States:** The request includes \$50 million for these administrative grants to States to assist unemployment insurance claimants. This is part of the President's Universal Reemployment initiative, and it is estimated that about 222,000 UI claimants can be assisted through these grants.
- ! **ES National Activities:** The request is for \$44.2 million, \$22.2 million below FY 2000. The major change is in the Alien Labor Certification program which reflects a decrease of \$20.3 million from FY 2000. Of this amount, \$9.6 million results from streamlining of the permanent program and \$10.7 million represents a transfer of the Occupational Employment Statistics program to the Bureau of Labor Statistics. Also, the budget includes a proposal for the collection of employer user fees for the permanent program, the proceeds of which will be used to offset program costs in the federal/State administration of the program, and for increased Skill Shortages grants in the dislocated worker program. Funding for the Work Opportunity Tax Credit/WTW Tax Credit program is included in this activity and is described in outcome goal 1.2.

Pilots, Demonstrations and Research; Technical Assistance; Incentive Grants; and

Evaluation - These budget activities include funds in the support of the workforce development system, including conducting pilot and demonstration projects for innovative approaches to solving/addressing workforce problems and issues; conducting research on a variety of workforce issues impacting on both adults and youth. Additionally, the budget includes funds for providing technical assistance to our workforce system partners, and providing incentive grants to States which demonstrate good performance. These activities supports all three of the Secretary's goals, themes and priorities. The following discusses PD&R, TAT, and Incentive Grants in terms of base program and major initiatives for 2001.

! Base Pilots, Demonstrations, Research; Evaluations; Technical Assistance; Incentive

Grants: The budget request is \$62.1 million for these activities, a net decrease of \$31 million. largely reflecting elimination of one-time funding for Congressional earmarks. It continues funding for the Migrant Child Labor initiative (\$5 million) and the Apprenticeship Child Care Initiative (\$4 million, see Strategic goal 3). There is an increase of \$10 million for Incentive Grants to reward States with good performance in operating their WIA programs. There is also an increase of \$3 million for evaluations to evaluate program effectiveness. Also included for Pilots, Demonstrations and Research, is \$47.7 million for skill shortage grants that are financed from H-1B fees.

! Program Administration: This appropriation account finances the salaries and operating expenses for the entire agency. It consists of six budget activities - Adult Services, Youth Services, Workforce Security, Apprenticeship, Training, Employer and Labor Services, Welfare-to-Work, and Executive Direction. Staff and other resources are budgeted for each of these activities which support all of the Secretary's Strategic Goals. For FY 2001, the request is \$161.1 million and 1,411 FTE, \$15.1 million and 40 FTE above FY 2000. Included in the FTE level are 21 FTE to be financed from employer user fees for the permanent labor certification program The 40 FTE requested are needed to administer new and on-going initiatives, including the following: Dislocated Workers and Adult Services (7 FTE); TAA staffing (3 FTE); Youth Activities (7 FTE); Job Corps (4 FTE); UI and ES staffing (8 FTE); Financial Management (5 FTE) Information Technology (2 FTE); Apprenticeship (2 FTE); Policy and Research (1 FTE); and administration of the Work Incentive Grants for assisting people with disabilities (1 FTE). The request for Apprenticeship includes \$1 million (including the 2 FTE) for administering the women apprenticeship in non-traditional occupations (WANTO) that was previously financed in the TES account. Of that amount, \$800,000 will be transferred to the Women's Bureau. The request also includes \$4.55 million for Information Technology to upgrade and design ETA systems; staff development and training (\$600 thousand), contract services for financial management (\$450 thousand), and records management (\$200 thousand).

Outcome Goal 1.2: Increase the number of youth, including targeted youth, making a successful transition to a career path

A variety of interventions address basic and intensive education, training, career preparation and job

needs of primarily disadvantaged and low-income youth. The goal of these programs is: employment in jobs that will provide a long-term career path; prevention of youth from dropping out of school or encouraging those who already have dropped out to return and complete or advance their education; or to provide job and work related skills that will prepare youth for the rapidly changing labor market and help youth make the transition from school-to-work.

- ! **Youth Activities Grants:** The budget request is \$1.02 billion for State formula grants for youth activities authorized by the Workforce Investment Act. This is an increase of \$21.5 million above FY 2000. WIA links youth programs more closely to local labor market needs and the community as a whole, and provides a strong connection between academic and occupational learning. It is estimated that approximately 612,300 youth will receive employment and training services and summer employment opportunities in FY 2001, an increase of 12,900 over FY 2000. WIA requires that at least 30% of the funds be spent on out-of-school youth.

- ! **Youth Opportunity Grants:** The budget includes \$375 million for Youth Opportunity Grants, an increase of \$125 million above 2000. These competitive matching grants would be distributed to Empowerment Zones and Enterprise Communities and similar high poverty areas to train youth for jobs. This program is intended to provide early intervention in the lives of young people who are at risk of becoming long-term recipients of public assistance. This request includes \$20 million to continue the Rewarding Youth Achievement demonstration program. This effort will reward academically achieving, economically disadvantaged youth with extended summer employment opportunities and the opportunity to earn an end of the summer bonus. Also included is \$15 million that would be used for migrant youth activities to provide employment and training assistance to youth in families engaged in migrant and seasonal farmwork. This program would be administered under the regular Migrant and Seasonal Farmworker program. The increased funds will enable ETA to award 12-15 new grants to communities, and a total of about 85,000 youth will be assisted, 27,000 above FY 2000.

- ! **Job Corps:** The request includes \$1.4 billion, \$35.3 million above the FY 2000 level. Job Corps will provide intensive skill training, academic and social education, and support to an estimated 73,150 participants at 122 centers. The increase includes \$12.9 million for salary increases for academic and vocational instructors, counselors, residential advisors, and recreation leaders. The request also includes operating costs for two new centers and an increase for inflation. It reflects a decrease of \$13.5 million for one-time construction costs.

- ! **Responsible Reintegration for Young Offenders:** This \$75,000,000 initiative under WIA National Programs authority, builds on a FY 2000 Congressional youth offender initiative. It will link the resources of the workforce development system to the criminal justice system serving youth and young adults (up to age 35) and test new approaches for reintegrating those ex-offenders into the mainstream economy. Approximately 19,000 young offenders will be provided extensive services at an average cost of \$4,000.

! **Safe Schools/Healthy Students:** The request includes \$40,000,000 under WIA National Programs authority for this initiative that began in 1999 as a collaborative effort among the Departments of Education, HHS and Justice to promote healthy childhood development and prevent school violence. For FY 2001, the Department of Labor is added as a partner in this initiative, and will contribute \$40,000,000 for competitive grants.

! **School-to-Work Opportunities:** A planned decrease of \$55 million is reflected in the budget, as federal funding commitments for the School-to-Work system are completed in FY 2000. However, there will be on-going activities as States and other grantees expend funds from their current grants to continue building the school-to-work system. ETA will work with its partners to ensure sustainability of the school-to-work system.

Outcome Goal 1.3: Increase the effective usage of information and analysis on the U.S. economy

The one-stop delivery system, authorized under the Workforce Investment Act, is designed to transform a fragmented array of employment and training programs into an integrated information-job service delivery system, a basic component of the evolving workforce development system. One-Stop transformation means that individual offices offer all the business lines or "core services" to their customers. Although new WIA programs are important components of the one-stop delivery system, the ETA budget contains resources in several programs that are integral and vital to sustaining and enhancing the one-stop delivery system.

One-Stop Delivery System

! **One-Stop Implementation/ALMIS:** The One-Stop Career Centers budget request is for \$154 million, \$34 million above the FY 2000 appropriation. It reflects a decrease of \$20 million for State Implementation grants, as the federal commitment for this component of the One-Stop budget is complete. For the America's Labor Market Information System (ALMIS) component, the request is \$154 million, \$54 million above FY 2000. The information, systems and services financed this budget are part of the President's Universal Reemployment initiative that seeks, by 2004, to ensure that every American has access to one-stop career center information and services. The request will finance existing systems along with enhancements, including: core labor market information programs' Occupational Information Network (O*NET); Universal Access for Customers (Toll-Free Number; Mobile One-Stop Vans; Neighborhood Access Zones, Rural Learning Centers, One-Stop operating system); America's Job and Talent Banks, Talking version of the AJB, Access America, America's Career InfoNet, America's Learning Exchange; Agricultural Network.

! **Work Incentives Grants:** The budget includes \$20 million for continuation of the Work Incentives Grants program which provides competitive grants to improve access, accommodation,

benefits, services and employment opportunities, through one-stop centers, to individuals with disabilities. This program allows those individuals to return to work and provides services to those who are working. This is part of the President's Universal Reemployment initiative.

Strategic Goal 2: A Secure Workforce

The Secure Workforce cross-cutting strategic goal seeks to promote the economic security of workers and families. ETA is committed to helping maintain workers' wages and employment through retraining and employment. The programs in ETA that are part of this Strategic Goal are: State Unemployment Insurance programs; the Dislocated Worker program under the Workforce Investment Act; and the Trade Adjustment Assistance/NAFTA-TAA program under the Trade Act of 1974, as amended.

Outcome Goal 2.2: Improve the effectiveness of programs which provide or protect worker benefits

- ! Unemployment Insurance Program:** The FY 2001 request for State unemployment insurance administration totals \$2,359,283,000, a net increase of \$92,908,000 from FY 2000. The request includes two major changes that are intended to meet the changing needs of the States' administration of the UI program: (1) The Department is requesting the combining of the two budget activities that fund State administration of the UI program - State Administration and Contingency; and (2) the base workload level used to determine the States' base allocation will be raised from an average weekly insured unemployment claims workload of 2 million to a level of 2.3 million. Appropriation bill language is also proposed that would eliminate the separate appropriation for contingency funds.

The combining of the contingency and State Administration budget activities into just one budget activity, State Administration, is a step forward in providing flexibility to the States in administering their UI programs. Both activities have been used in the past to do essentially the same thing, finance the administrative costs of processing unemployment claims. Under the new approach, a higher level of the total projected workload will be financed at the beginning of the year, with a workload reserve being maintained at the national level to finance individual States when their workloads exceed base workloads. The budget reflects a decrease in contingency workload reserve from \$106,250,000 in FY 2000 to \$36,000,000 in FY 2001 that will be in the State Administration budget activity. The higher base workload (2.3 million average weekly insured unemployment) results in a net budget increase of \$75,760,000. This is due to the higher cost of base operations and the need to finance fixed costs and maintaining a highly automated UI system in each state. The request also includes an increase associated with the workload growth in the number of subject employers (\$17,148,000). The budget continues to maintain integrity increases previously approved by Congress (\$35,000,000).

- ! UI Reform:** The Administration is working with the States, employers, and workers' representatives to reform unemployment insurance programs to ensure that they continue to meet the needs of a dynamic American economy. The Administration is committed to working with stakeholders and Congress to develop a comprehensive legislative proposal of system reforms, developed with the overarching goal of budget neutrality and based on the following principals: expanding coverage and eligibility for benefits, streamlining filing, and reducing tax burden where

possible, emphasizing reemployment, combating fraud, waste and abuse, and improving administrative services.

Outcome Goal 2.3: Increase employment and earnings for dislocated workers

- ! **Dislocated Worker:** This program, under the authority of WIA, provides formula grants to States, as well as a national emergency grant account for retraining and adjustment services to laid-off workers with a labor market attachment to help them return to work, and for increasing marketable skills leading to productive employment. The request is \$1.77 billion, \$181 million above the FY 2000 level. This increase is included as the second year of the President's Universal Reemployment initiative, a 5-year commitment to ensuring that every dislocated worker that needs and wants help will get that assistance. It is expected that 984,000 participants will receive services and training under this program. The request contains \$105 million for Skills Shortages grants along with a proposal for employer user fees on the permanent labor certification program. Upon enactment of the fees, budget authority of \$105 million will be reduced, and these grants will be financed with the user fees.

- ! **TAA and NAFTA-TAA:** The budget includes \$406.6 million under current legislation and another \$47 million under proposed legislation for the Trade Adjustment Assistance and NAFTA-TAA programs. Legislation will be pursued once again to consolidate and reform these programs.

Strategic Goal 3: Quality Workplaces

Outcome Goal 3.3: Support greater balance between work and family

The Quality Workplaces strategic goal focuses attention on fostering workplaces that are safe, healthy, and fair. Although the vast majority of ETA's programs, activities and budget are concerned with the first two cross-cutting strategic goals (A Prepared Workforce and A Secure Workforce), there are two initiatives that deal with Child Care and Child Labor that relate to this third goal: the Apprenticeship Child Care initiative, and the Migrant Child Labor initiative. The Apprenticeship Child Care initiative continues at \$5 million in FY 2001. This initiative replicates child care provider apprenticeship programs in additional States. The Migrant Child Labor initiative has \$5 million in demonstration funds in FY 2001, the same as in FY 2000. This demonstration project assists youth of migrant families with employment alternatives to farm labor. Such alternatives include work experience in non-farm labor employment. The Child Care initiative will result in more apprentices who will be trained and credentialed in the child care industry. When child care providers are trained through apprenticeship programs, working families will know that their children are being taken care of by trained professionals. Many child care services will be available in workplaces. The Child Labor initiative will take migrant youth, ages 14-18, out of the fields and will provide safe and healthy workplaces as alternatives to farm labor.

4. FY 2001 Performance Goals and Indicators

4.1 Overview

This section provides an overview of the ETA FY 2001 performance goals presented by the Department's cross-cutting goals. It should be noted that for some of the performance goals, baseline data is not currently available. ETA is committed to, and continues to develop measurement systems to respond to legislative changes and requirements, and for strategic and performance planning purposes.

This includes defining measures and establishing baselines for the goals identified. Much of this information will be finalized during PY 2000.

4.2 Strategy for Validation of Performance Measures and Indicators

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

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

ETA's data validation strategy involves two separate, but complementary approaches. In order to ensure program data accuracy and reliability, the agency will continue to vigorously promote data quality throughout the workforce development system. These cornerstone activities began in 1998/1999 and included: (1) developing common data definitions and common data formats; (2) delivering a consistent message concerning these definitions to the system; (3) identifying effective activities and key processes within the system, e.g., handbooks; and (4) providing system-wide staff training, where necessary.

In 2000, ETA will continue these important efforts, and will significantly widen its focus to include the implementation of WIA. ETA also promotes the adoption of an approach in which grantees are responsible for validation activities, and DOL has procured contractor services to assist and

independently verify the effectiveness of efforts. This is similar to the method now employed for validation of UI data. These testing activities will include: (1) generating independent reports; (2) sampling and reviewing records; and, (3) reviewing procedures and controls to see whether they can be relied upon to generate reliable and accurate data.

The efforts undertaken through these funded activities will result in improved confidence of data validity; expanded, updated, and more cost-efficient performance measurement system; extensive collaboration with partners and stakeholders; and increased managerial and technical consultative services to grantees and training contractors in using such information to improve program service outcomes for system customers. Improved data quality -- reliability and validity -- will further enable ETA and its delivery system partners to make more informed decisions for improving program outcomes.

This strategy of (1) Promoting Quality and (2) Testing Accuracy will provide ETA a consistent, step-by-step method to build upon the efforts of established ETA performance initiatives and also raise the level of the agency's GPRA performance management decision making. Ultimately, these strategies will cause ETA to focus on the new workforce development system and the importance of building a data validation component in the front-end design of performance management information systems, to the extent possible.

There are a number of program-specific integrity activities occurring in addition to the ETA's overall validation strategy. They include:

Welfare-to-Work

- As a result of the WtW Amendments of 1999, ETA now has responsibility for both financial and participant data reporting for formula and competitive grants. ETA will validate actual performance through desk reviews and on-site program monitoring reviews. On-site program monitoring reviews will include interviews with grantee management and staff, interviews with program participants, review and analysis of participant files and other documentation, review and analysis of written policies and procedures, and visits or telephone calls with employers. Samples of reported information will be regularly selected and traced to source documentation for validity verification.

Indian and Native Americans

- ETA will validate actual performance through desk reviews and on-site program reviews. On-site program reviews will include interviews with grantee management and staff, interviews with program participants, review and analysis of participant files and other documentation, and visits or telephone calls with employers. Samples of reported information will be selected and traced to source documentation.

Migrants and Seasonal Farm Workers

- ETA will validate actual performance through desk reviews and on-site program reviews. On-site program reviews will include interviews with grantee management and staff, interviews with program

participants, review and analysis of participant files and other documentation, and visits or telephone calls with employers. Samples of reported information will be selected and traced to source documentation.

Senior Community Service Employment Program

- ETA will monitor management information systems and grantees, and use internal grantee monitoring units and independent audits to assure verification and validation of performance goals,

Apprenticeship, Training and Employer Labor Services

- ETA will enhance the Apprenticeship Information and Management System (AIMS). Enhancements include converting the system to a window environment to make it more user friendly and programming data entry quality checks for more accurate data retrieval. This activity is scheduled for completion by the end of Winter 2000. Procedures that promote data accuracy, testing and internal monitoring will also be reviewed and implemented nationwide.

Job Corps

- ETA will use third-party data verification for validation of reported placement rates. A random sample of placements (75% of those reported) will be verified using an independent placement verifier to ensure data accuracy and integrity. A centralized data system with numerous management information reports and system edit checks is used to minimize error in data reporting. Each Job Corps contractor reporting participant achievements is required to maintain systems to validate their data. Further, ETA will partner with the Office of Inspector General (OIG) to conduct a data validation audit at twenty Job Corps Centers.

Dislocated Workers

- ETA will employ various methods of validating performance measures and indicators. There are established oversight and monitoring procedures, as well as reporting systems that will be enhanced; there are required audits that states must procure; there are evaluations which will be completed using Research and Evaluation resources; and there are OIG special audits and reviews which identify problems. ETA's budget request for FY 2001 includes resources to address enhanced technical assistance, system enhancement, development of performance measures, bench marking, post-program follow-up and other activities.

Unemployment Insurance

- ETA will validate data for workload calculations and most performance measurements through the UI data validation program, and will also work independently of regular validation programs to improve selected reporting and data gathering efforts on which key GPRA measures are based.

4.3 FY 2001 Performance Goals and Indicators by Strategic Goal

The following section of this APP provides specific performance goals of the ETA as related to each

Departmental cross-cutting strategic goal. For each program or funding stream, information is organized as follows:

- **Departmental Strategic Goal** - the overarching DOL strategic goal to be addressed
- **Departmental Outcome Goal** - the strategy goal to achieve DOL strategic goal
- **Program** - the program or funding stream with which the performance goal relates
- **ETA FY 2001 Performance Goal** - the specific target relative to the outcome goal which will be accomplished in FY 2001
- **Indicator** - the measure that will be used to assess progress toward the goal
- **Source of Data** - the measurement system(s) that will be used to collect performance indicator data
- **Baseline** - the year and level against which progress will be made
- **Comment** - issues related to goal accomplishment, measurement systems, and strategies that provide a context or description of the performance goal
- **Means and Strategies** - specific efforts and initiatives that the ETA will continue or employ to achieve the outcome and performance goals; means and strategies listed comprehensively for each Departmental outcome goals after all individual program goals

4.4 ETA Performance Goals

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

Shared accountability is one of the guiding principles of the Workforce Investment Act. Under this principle, statewide goals for the performance indicators stipulated in the Act are to be developed through a process of negotiation between the states and the Department of Labor. The national performance goals for the WIA performance indicators will represent an amalgamation of the goals negotiated with the states. At the initial preparation of this plan in September 1999, only a handful of states are implementing WIA in 1999, and some goals were not negotiated due to inadequate baseline information. Full implementation will occur on July 1, 2000. Thus, the performance goals indicated for the WIA indicators are place holders and will be revised based on approval of the state plans for the

vast majority of states that are not early implementers. In addition to those goals directly impacted by the implementation of WIA, other goals, including Job Corps, Welfare-to-Work and Labor Exchange goals are new, with baselines not yet established.

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

Strategic Goal 1: A Prepared Workforce
Enhance Opportunities for America's Workforce

Outcome Goal 1.1
Increase Employment, Earnings, and Retention

Welfare-to-Work Program
Wagner-Peyser Act Program
Wagner-Peyser Act Program
Wagner-Peyser Act Program
Fatherhood Initiative Program
Indian and Native Americans Program
Welfare-to-Work Program
Migrant and Seasonal Farm Workers Program
Fathers Work, Families Win Program
Senior Community Service Employment Program
Indian and Native Americans Program
Adult Program
Migrant and Seasonal Farm Workers Program
Apprenticeship Training, Employer and Labor Services Program
Senior Community Service Employment Program
Apprenticeship Training, Employer and Labor Services Program

Outcome Goal 1.2
Increase the Number of Youth, including Targeted Youth,

Making a Successful Transition to a Career Path

Youth Activities Formula Grants Program
Youth Opportunity Grants Program
Job Corps
Safe Schools/Healthy Students
Responsible Reintegration for Young Offenders
Indian and Native American Youth Program
Migrant and Seasonal Farm Worker Youth Program
Apprenticeship Training Program
School-to-Work Opportunities

Outcome Goal 1.3
Increase the Effective Usage of Information and Analysis on the U.S. Economy

America's Labor Market Information System

Outcome Goal 1.4
Integrate Employer and Labor Management Representatives in WIA

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Adult Programs
FY 2001 Performance Goal:	Of those registered under the WIA adult program, 76% will be employed in the third quarter after program exit, with increased average earnings of \$3,600.
Indicator:	Employment retention after six months; average earnings change after six months
Data Source:	State WIA reports, (UI wage records will be primary source)
Baseline:	There is no prior experience with this WIA indicator which is based on the use of UI wage records. An approximation of the goal was derived by analysis of the JTPA program experience of eight states using WIA indicator specifications which yielded a range of from 72% to 84% for employment and from \$2602 to \$5488 for earnings gain.
Comment:	The goal for this indicator is preliminary and based upon the limited experiences of 8 States. The goal may be revised based upon the Department reaching agreement with all States on WIA adjusted levels of performance for Program Year 2000. Employment retention includes exiters employed upon registration and in the first quarter after exit. Earnings gain is based upon a comparison of earnings in the second and third quarters after exit with earnings in the second and third quarters prior to registration.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Wagner-Peyser Act Funding Stream
FY 2001 Performance Goal:	By 2001, increase by 1 percentage point the share of applicants who receive labor exchange services that enter employment, resulting in more than 3.2 million Employment Service applicants entering employment.
Indicator:	Percent change in the Entered Employment Rate of applicants who receive reportable labor exchange services that enter employment, and the total number of applicants entering employment
Data Source:	State Reports and UI Wage Records
Baseline:	Baseline will be FY 2000 data. 30.4% of applicants who received labor exchange services entered employment in FY 1999, with 3.2 million entering employment.
Comment:	The denominator of the Entered Employment Rate will be those applicants who Received Some Reportable Service as reported on the ETA 9002. In the current labor market, fewer applicants are requiring labor exchange services, but the Employment Service is successfully assisting a larger proportion of those it does serve in finding employment

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Wagner-Peyser Act Funding Stream
FY 2001 Performance Goal:	76% of job seekers registered by the Wagner-Peyser Act funding stream will have unsubsidized jobs six months after initial entry into employment (Six Month Retention Rate).
Indicator:	Percent of individuals registered who Received Some Reportable Service, remaining in unsubsidized jobs six months after entry into employment
Data Source:	Sample of job seekers registered by the Wagner-Peyser Act funding stream who have entered unsubsidized employment and who Received Some Reportable Service as reported on the ETA 9002
Baseline:	New Goal. FY 2001 will become the baseline.

Comment:	This goal is related to the implementation of WIA in PY 2000 and the new WIA performance accountability system since local ES offices are mandatory partners in One-Stop Career Centers established by WIA. The goal may be revised based upon implementation of WIA in PY 2000. An instrument to obtain the necessary data for this measure must be developed.
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Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Wagner-Peyser Act Funding Stream
FY 2001 Performance Goal:	Increase by 10 percent, the total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank (AJB) via the Internet
Indicator:	Number of job openings listed with SESAs plus the number of job openings listed directly with AJB
Data Source:	State Reports
Baseline:	Baseline will be FY 2000 data. 8.5 million total number of job openings were listed with the public employment service in 1999 (PY 1998). 7.3 million job openings were listed with the SESAs, while 1.2 million job openings were listed directly with AJB.
Comment:	An increasing proportion of job openings now are being listed on AJB. This goal is subject to fluctuations in the business cycle. If the business cycle turns downward, the goal may be adjusted accordingly.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Work Incentive Grants
FY 2001 Performance Goal:	Increase by 5% the number of people with disabilities served and increase by 2 percentage points the rate of unsubsidized employment (entered employment rate) in the local Workforce Investment Area.
Indicator:	Number of people with disabilities registered under Title I of WIA program; percent of people with disabilities in unsubsidized employment under Title I of WIA
Data Source:	A grant program reporting system to be established.
Baseline:	Baseline to be established in FY 2000 using WIA data.

Comment:	The WIG program is directed to systemic change for people with disabilities obtaining services under the WIA. Therefore, the goals are derived from the extent to which One-Stop Centers in Workforce Investment areas serve and place in unsubsidized employment people with disabilities. The employment goal for FY 2001, the initial year of program operations, is focused on the entered employment indicator, but, will change to employment retention in the second year of the program.
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Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Customer Satisfaction
Program	WIA Adult, Dislocated Worker and Youth
FY 2001 Performance Goal:	66% of participants will be satisfied with services received from workforce investment activities.
Indicator:	Participant customer satisfaction.
Data Source:	WIA state reports
Baseline:	The goal was based upon limited grantee experience gathering participant customer satisfaction information, including pilot projects.
Comment:	The indicator is an index of participant customer satisfaction based upon three questions that will be asked of a sample of WIA program exiters. The index is based upon the American Customer Satisfaction Index.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Customer Satisfaction
Program	WIA Adult, Dislocated Worker and Youth
FY 2001 Performance Goal:	61% of employers will be satisfied with services received from workforce investment activities.
Indicator:	Employer customer satisfaction.
Data Source:	WIA state reports.
Baseline:	The goal was based upon limited grantee experience gathering participant customer satisfaction information including pilot projects.
Comment:	The indicator is an index of employer customer satisfaction based upon three questions that will be asked of a sample of employers using WIA program exiters. The index is based upon the American Customer Satisfaction Index.

Means & Strategies

- , Assess current workforce development systems in relation to the changing workforce development environment and the need for lifelong learning by:
 - Checking abilities to provide universal services to all through combinations of the Internet and One-Stop Centers
 - Identifying new ways to provide services to all workers, including low-income customers
 - Creating plans to educate and maintain capacity of staff to ensure that they can meet the demands

- , Streamline systems by identifying non-legislative barriers to integrated one-stop service delivery by:
 - Engaging partners and selected States to look at streamlining from Federal and state perspectives to identify common barriers, reporting on models of streamlined workforce systems that work

- , Promote the information and services in the America's Jobs Network by:
 - Outreaching to low income groups in schools and neighborhoods through community-based organizations, enlisting their assistance in assessment and referral of individuals to the "best available training and employment opportunities"
 - Marketing the "Lifetime Learning Tax Credit" enacted in 1997 to assist adults who need to upgrade their skills and change careers

- DOL will build on the launch of the Workforce Excellence Network to provide training, tools and assistance to Workforce Investment Areas and One-Stop partner programs on the Malcolm Baldrige criteria for performance excellence, quality and continuous improvement techniques, and customer satisfaction. DOL will provide recognition to workforce entities that achieve identified levels of performance excellence.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Welfare-to-Work
FY 2001 Performance Goal:	Of those Welfare-to-Work (WtW) participants placed in unsubsidized employment, 66% will remain in the workforce for six months (2 consecutive quarters following placement) with 6% average earnings increase by the second consecutive quarter following placement.
Indicator:	Employment retention after six months; average earnings change after six months
Data Source:	WtW Quarterly Financial Status Report (FSR)
Baseline:	<ul style="list-style-type: none"> ! WtW FSR unsubsidized employment retention data as of 9/30/99 (10%) ! FY 1999 TANF high performance bonus retention data (80%) ! PY 1997 and PY 1998 JTPA Title IIA welfare follow-up (14 weeks after termination) employment rate data (64%) ! FY 1999 TANF high performance bonus earnings gain data (23%) ! PY 1997 and PY 1998 JTPA Title IIA welfare average weekly earnings at follow-up (14 weeks after termination) entered employment rate data (\$303/week)
Comment:	Baseline WtW data from the WtW FSR for Retention and Earnings Gains to be available September 2000

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Fathers Work/Families Win Program
FY 2001 Performance Goal:	During the initial year of funding, at least 100 grants will be awarded and 40,000 non-custodial fathers and 40,000 working poor parents enrolled in the Fathers Work/Families Win initiative.
Indicator:	Grants awarded and Persons Enrolled.
Data Source:	Grantee reporting.
Baseline:	There is no baseline since this is a new initiative for which funding is being requested in the FY 2001 budget.
Comment:	The initial year of program operation will be PY 2001. This output goal is for the first year of operation, when the initiative will be implemented. Outcome goals will be proposed in subsequent years with consideration being given to employment retention and earnings gains.

Means & Strategies

- Provide technical assistance to competitive and formula grantees to facilitate the implementation of the WtW Amendments of 1999, which simplified the WtW eligibility requirements and increased the number of welfare recipients, low-income custodial parents, and noncustodial parents eligible for services under WtW
- Expand and improve the integration of WtW and welfare reform efforts with the nation's Workforce Investment system, established by the Workforce Investment Act (WIA) of 1998, and effective in all States on July 1, 2000
- Provide financial support for continued services, improved effectiveness of service delivery, focus on grantee performance, and improved capacity to meet performance goals by:
 - Conducting fiscal and programmatic monitoring of all grantees on a periodic basis, and providing targeted assistance to aid grantees in improving performance and achieving performance goals
 - Increasing the utilization of resources available to help welfare recipients get unsubsidized jobs by continuing to work with other agencies to remove regulatory barriers and increase collaborative efforts among complementary Federal, state and local programs
 - Rewarding high-performing State formula grantees by awarding performance bonuses
 - Producing targeted technical assistance products and activities to expand the knowledge base to meet the specific needs of programs in urban and rural areas, those serving non-custodial parents, as well as individuals with disabilities and other barriers to employment
- Increase job opportunities for welfare recipients by:
 - Disseminating information about and enlisting the support of employers to hire WtW participants into unsubsidized jobs through cooperative ventures with the Welfare-to-Work Partnership and other private sector organizations

- DOL will visit and provide operational and technical assistance to Fathers Work/Families Win grantees to ensure that programs become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Indian and Native Americans
FY 2001 Performance Goal:	54% of the Native Americans who exit the Indian and Native American (INA) Program will get unsubsidized jobs (Entered Employment Rate)
Indicator:	Percent of Native Americans in unsubsidized employment upon exit from the INA Program
Data Source:	Grantee Records
Baseline:	Baseline is JTPA, 53.8% entered employment rate.
Comment:	

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Native Americans
FY 2001 Performance Goal:	84% of the Native Americans who exit the Indian and Native American Program (INA) will have positive outcomes (Positive Termination Rate)
Indicator:	Percent of Native Americans with positive outcomes upon exit from the INA Program
Data Source:	Grantee Records
Baseline:	Baseline (JTPA Positive Termination Rate of 84%) is based on analysis of current data.
Comment:	"Positive outcomes" is a general term used to indicate the successful completion of planned WIA section 166 program activities, whether it involves obtaining unsubsidized employment, completing a work experience assignment, or attaining a training or education certificate or diploma.

Means & Strategies

Improve the abilities of Indian and Native American (INA) Program grantees to serve clients, meet goals, strengthen accountability, and focus on performance by:

- Working through the Tribal Colleges Initiative to institute comprehensive and intense training for staff
- The INA Program Federal Representatives performing proactive assessments and, in coordination with grantee staff, identifying specialized training and technical assistance needs, assisting in arranging peer-to-peer on-site or other technical assistance
- Continuing to provide technical assistance and training on a mass basis to all grantee staff through the multi-regional and national Indian and Native American employment and training conferences, concentrating on those areas which are new or which have been identified as generally deficient nationwide
- Developing and implementing in new performance measures and standards under WIA to provide grantees with a “menu” of choices from which to select performance measures and standards (including negotiated standards) which accurately reflect the nature and accomplishments of individual grantee programs
- Continuing to work with other Federal agencies to assist Native American communities to perfect economic development strategies that address unemployment and poverty on a community-wide basis.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Migrant and Seasonal Farm Workers
FY 2001 Performance Goal:	62% of the Migrant and Seasonal Farm Workers (MSFWs) who exit the MSFW Program will get unsubsidized jobs (Entered Employment Rate)
Indicator:	Percent of Migrant and Seasonal Farm Workers in unsubsidized employment upon exit from the MSFW Program
Data Source:	Grantee Records (through SPIR or SPIR-like data)

Baseline:	Baseline is established by using actual average performance for the most recent 4-year period; with continuous improvement in actual performance expected through PY 2002.
Comment:	Minimally acceptable performance is set at 80% of planned goal.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Migrant and Seasonal Farm Workers
FY 2001 Performance Goal:	70% of Migrant and Seasonal Farm Workers (MSFWs) will have jobs six months after initial entry into unsubsidized employment (Six Month Retention Rate)
Indicator:	Percent of individuals employed in unsubsidized jobs six months after initial entry into employment
Data Source:	Grantee Records (through SPIR or SPIR-like data) and/or UI Wage Data as it becomes available
Baseline:	Baseline for FY 2001 is based on PY 1997 actual 13-week retention rate (79%). The goal of 70% was set in consideration of the new six month retention rate requirement.
Comment:	Minimally acceptable performance is 80% of planned goal.

Means & Strategies

- , Improve the array of services available to the Migrant and Seasonal Farm Worker (MSFW) community, and the abilities of grantees to serve clients, meet goals, and manage grants by:
- Developing and strengthening MSFW Program linkages with other National programs, states and providers of other workforce investment and related services
 - Providing training and technical assistance on a variety of topics, including the transition from the JTPA to WIA and related skill building
 - Consulting with program grantee partners on a regular basis, both directly and through the MSFW Employment and Training Advisory Committee for the purpose of

discussing issues relevant to program administration, management and operation, as well as to continuing to work on agreed upon menu of program initiatives

- Supporting the development of a grants management tool that will allow grantees and program office staff to electronically review, correct, analyze, and transmit financial and programmatic grantee data

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Senior Community Service Employment Program (Title V of the Older Americans Act)
FY 2001 Performance Goal:	Maintain at 26% the share of Senior Community Service Employment Program (SCSEP) enrollees who get unsubsidized jobs
Indicator:	Ratio of number of SCSEP enrollees placed compared to the number of authorized positions.
Data Source:	SCSEP Reporting system.
Baseline:	Baseline is based on FY 1997 SCSEP enrollee unsubsidized employment rate of 20%.
Comment:	The primary objective of the SCSEP is to provide part-time community service opportunities for low-income persons age 55 or older. The unsubsidized placement goal is an important program goal which represents both a regulatory requirement and a grant condition. Data conform to a program year and not a fiscal year.

Means & Strategies

Foster individual economic self-sufficiency and increase the number of persons who enjoy the benefits of the Senior Community Service Employment Program (SCSEP) by working for re-authorization of the SCSEP Title of the Older American Act, maintaining the community service purpose while charging the Secretary to encourage projects to place participants in unsubsidized employment

Improve services to Older Worker customers and improve opportunities for unsubsidized placements by developing and strengthening linkages, including:

- Implementing a “Speakers Bureau” comprised of Federal staff and SCSEP service providers to focus on the needs of older workers and the aging baby boom generation

- Encouraging the SCSEP stakeholders system to become actively engaged in state and local workforce investment boards, and one-stop planning and operations
- Creating relationships with the private sector by providing funding under 502(e) of the Older Americans Act or successor legislation
- Expanding community service and access to the SCSEP to more low income older workers through increased funding levels to grantees

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Apprenticeship Services
FY 2001 Performance Goal:	Increase by 4% the number of newly registered apprentices over the end of the FY 1999 baseline
Indicator:	Percent increase of registered apprentices over the end of the FY 1999 baseline
Data Source:	Apprenticeship Information Management System (AIMS)
Baseline:	In FY 1999, there were 109,251 newly registered apprentices.
Comment:	

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Apprenticeship Services
FY 2001 Performance Goal:	Increase by 6% the number of newly registered female apprentices over the end of the FY 1999 baseline
Indicator:	Percent increase of newly registered female apprentices over the end of the FY 1999 baseline.
Data Source:	Apprenticeship Information Management System (AIMS)
Baseline:	In FY 1999, there were 7,551 newly registered female apprentices.
Comment:	

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase Employment, Earnings, and Retention
Program	Apprenticeship Services
FY 2001 Performance Goal:	Ensure that the level of minority participation in the Registered Apprenticeship System does not drop below its current rate of 27%, which is above the civilian labor force representation
Indicator:	Percent rate of minority participation in the Registered Apprenticeship System
Data Source:	Apprenticeship Information Management System (AIMS)
Baseline:	Baseline data will be available October 30, 1999 if accuracy is validated through independent validation
Comment:	

Means & Strategies

- , Improve the National Registered Apprenticeship System through standardized maintenance and administration of this system through a continued consultative relationship with the National Association of State and Territorial Apprenticeship Directors and the State Apprenticeship Councils, and through implementation of recommendations from the Apprenticeship Forums.

- , Increase the number of programs and expand registered apprenticeship by:
 - Promoting, and providing consultation and technical assistance to local, state, multi-state employers, employers' associations and/or unions, and the military to secure adoption and maintenance of registered apprenticeship programs in national level industries, e.g., shipbuilding, telecommunication, and the Federal/State/local governments
 - Promoting active participation in local and state Workforce Investment Boards
 - Promoting registered apprenticeship to workforce investment and other partners --e.g., the Women's Bureau, the Department of Justice, the Federal Highway Administration and community-based organizations

, Increase and expand registered apprenticeship for women and minorities by:

- Providing general technical assistance, as well as education on the Human Resource Focus Category of the Baldrige Principles on Quality Improvements to reinforce to program sponsors the business rationale for supporting workforce diversity
- Conducting compliance reviews to insure equality in registered apprenticeships
- Targeting industries that are below the national average for minority involvement, and assisting them in achieving parity with the civilian labor force
- Supporting the exploration of multiple funding sources for:
 - pilots, demonstration projects and evaluations (PD&E) that target the removal of barriers to enable women to participate in registered apprenticeship
 - efforts to replicate practices discovered through PD&E

, Improve the planning and management of the Registered Apprenticeship System by:

- Arranging for stakeholder input
- Assisting the reconstituted Federal Committee on Registered Apprenticeship in the accomplishment of its mission
- Improving the capacity to gather and analyze accurate, consistent, timely and high-quality information in support of registered apprenticeship programs
- Improving retention and assuring appropriate gains in starting wages and scheduled rate increases by increasing the number of quality assessments

Strategic Goal One: A Prepared Workforce
Enhance Opportunities for America's Workforce

Outcome Goal 1.2
***Increase Number of Youth, Including Targeted Youth,
 Making a Successful Transition to a Career Path***

Youth Activities Formula Grants Program
 Youth Opportunity Grants Program
 Job Corps
 Safe Schools/Healthy Students
 Responsible Reintegration for Young Offenders
 Indian and Native American Youth Program
 Migrant and Seasonal Farm Worker Youth Program
 Apprenticeship Training Program
 School-to-Work Opportunities

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Youth Activities Formula Grants Program
FY 2001 Performance Goal:	Of the 14-18 year-old youth registered under the WIA youth program, 50% will be either employed, in advanced training, post-secondary education, military service or apprenticeships in the third quarter after program exit.
Indicator:	Percent of youth in either employment, advanced training, post-secondary education, military service, or apprenticeship six month after exit from program.
Data Source:	State WIA reports; UI wage records
Baseline:	There is no prior experience with this indicator and no basis for approximating a baseline from current JTPA reports.
Comment:	Quantified levels for performance measures under the Workforce Investment Act (WIA) will be developed through cooperative negotiation between DOL, its partners and stakeholders. A small number of States have begun early implementation of WIA for PY 1999, however, data has not previously been collected on this measure which would assist in the development of a baseline. The Department believes this measure will serve as a valid measurement of program performance. The results achieved by the early implementing States will form the basis for the establishment of a baseline for this measure. As data becomes available from the remaining States, a revised baseline level will be established or revised as necessary.

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Youth Activities Formula Grants Program
FY 2001 Performance Goal:	Of the 19-21 year-old youth registered under the WIA youth program, 70% will be employed in the third quarter after program exit.
Indicator:	Percent of youth employed six months after program exit.
Data Source:	State WIA reports, (UI wage)records will be primary source
Baseline:	There is no prior experience with this WIA indicator which is based on the use of UI wage records. An approximation of the goal was derived by analysis of the JTPA program experience of eight states using WIA indicator specifications which yielded a range of from 69% to 81% for employment.
Comment:	Quantified levels for performance measures under WIA will be developed through cooperative negotiation between DOL, its partners, and stakeholders. A small number of States have begun early implementation of WIA for PY 1999, and this limited performance will form the basis of baseline data and negotiation of goals for PY 2000 - the period which all States will begin to operate under WIA. The above goal serves as a proxy measure for the expected level of performance based upon levels negotiated with a limited number of early implementing States. The proxy measure will be revised and a baseline level established as performance data is available from the remaining States. Note: the goal excludes youth who go on to post secondary education or advanced training.

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Safe Schools/Healthy Students
FY 2001 Performance Goal:	In 25 communities, Youth Councils will build local Safe Schools/Healthy Students partnerships with business, community organizations, and schools to improve opportunities for at-risk youth.
Indicator:	Number of partnerships created.
Data Source:	Project reports and documentation from local grantees.
Baseline:	The Department of Labor's involvement in this initiative is new.
Comment:	This is a system-building initiative. Currently administered by the Departments of Justice, Education, and HHS, DOL will join this multi-agency initiative.

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Responsible Reintegration for Young Offenders
FY 2001 Performance Goal:	65% of program graduates will get jobs, re-enroll in high school, or be enrolled in post-secondary education or training.
Indicator:	Percentages of program graduates who obtain placement in employment or enrollment in high school or postsecondary education or training.
Data Source:	Youthful Offender program Management Information System.
Baseline:	This is a new initiative.
Comment:	Youthful offenders are a particularly difficult population to serve. Also, most employers do not readily hire individuals with criminal records. The President's White House Council on Youth Violence is developing a performance measure to be used by all departments participating in the grant initiative.

Means & Strategies

ETA will continue to build the Youth Opportunity Movement to improve the capacity of the workforce development system to provide youth with skills, and offer a comprehensive array of services to foster successful transition to the workforce and continued education and training. In collaboration with local youth providers, our partners, and stakeholders, four major themes will be emphasized:

- Establishing strong local youth councils that bring together local workforce training providers, schools, community organizations, and others in an effort to strategically align and leverage resources to create community youth assistance strategies linked to local youth needs and labor market needs to improve the efficiency and quality of youth services
- Promoting the provision of a systematic offering of comprehensive youth services based upon individual assessment and tailored to the age and maturity level of each individual
- Encouraging and promoting youth connections to the One-Stop Career Center System
- Investing in a performance accountability system where data from performance measurement is built into a process for continuously improving the provision of services and activities and promotes customer satisfaction

- DOL will visit and provide operational and technical assistance to grantees for the Safe Schools, Healthy Students and Responsible Reintegration for Young Offender programs to ensure that they become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up.

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Youth Opportunity Grants
FY 2001 Performance Goal:	70% of Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships will be retained at six-months.
Indicator:	Youth retained for six months in employment, military, advanced training, post-secondary education, or apprenticeships
Data Source:	Grantee reports.
Baseline:	Baseline will be established first full year of the program.
Comment:	The Youth Opportunity initiative is authorized under the new Workforce Investment Act. It is aimed at increasing the long-term employment of youth living in high-poverty communities. Following the establishment of the baseline data in PY 2000, ETA will develop an outcome-oriented measure focusing on employment of out-of-school youth in the Youth Opportunity grant areas.

Means & Strategies

- , Provide intensive technical assistance to youth opportunity grantees that address fiscal, project management, staff, and core activity capacity
- , Use participant data to evaluate progress and focus technical assistance strategies
- , Identify resources on effective practices for dissemination and encourage peer-to-peer technical assistance

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Job Corps
FY 2001 Performance Goal:	85% of Job Corps graduates will get jobs or be enrolled in education with entry average hourly wages of \$7.25; 70% will continue to be employed or enrolled in education six months after their initial placement date. (Placement and Retention)
Indicator:	Percentages of Job Corps graduates who obtain initial placement and who continue to be placed for the following six months.
Data Source:	Job Corps Management Information System.
Baseline:	75% of Job Corps trainees got jobs or pursued education and, for those with jobs, the average wage was \$5.98 per hour (FY 1995).
Comment:	Job Corps targets severely disadvantaged youth with a variety of barriers to self-sufficiency, including deficiencies in education and job skills. To provide enhanced quality placement services required by the WIA, in FY 2001 Job Corps will focus resources on program improvements informed by employer feedback to increase job retention for graduates. The six month job retention goal was derived by projecting from existing thirteen week job placement data collection.

Means & Strategies

Enhance placement services including longer follow-up for Job Corps graduates, fully implement school-to-work principles, and increase employer involvement in the development of occupational training programs by:

- Placing continued emphasis on performance in the competitive procurement process
- Completing the modernization of classrooms to ensure that students receive vocational training better suited to meet employers' needs and labor market demands for new occupations
- Incorporating findings from reports to-date from the long-term evaluation study of Job Corps and other external bodies, such as the Office of Inspector General and General Accounting Office to enhance program design
- Increasing students' use of technology in training and information access for jobs or further education

- Creating partnerships with employers to customize training and provide work-based learning sites
- Developing Industry Councils on Job Corps Centers and involving the use of labor market information to determine training needs
- Developing Business and Community Liaisons to establish relationships and networks with employers, one-stops, local investment boards and the industry council

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Indian and Native American Youth Programs
FY 2001 Performance Goal:	60% of Indian and Native American (INA) youth participating in the supplemental youth services program will attain at least two goals under established program outcomes relating to basic skills, work readiness, skill attainment, entered employment and skill training (Skill Attainment)
Indicator:	Percent of INA youth participants that attained at least two goals under established program activities.
Data Source:	Youth Supplemental Service Records
Baseline:	No prior program data available. Baseline based on analysis of available information.
Comment:	Baseline will be reviewed at the completion of Program Year 2000.

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Indian and Native American Youth Programs
FY 2001 Performance Goal:	65% of Indian and Native American (INA) youth exiting the INA supplemental youth services program, after starting GED training, will attain a secondary school diploma or its recognized equivalent (GED) (Diploma or Equivalent Attainment)
Indicator:	Percent of INA youth that attained a secondary school diploma or its recognized equivalent (GED) after exiting the Program
Data Source:	Grantee Records
Baseline:	No prior program data available. Baseline is based on analysis of available information.

Comment:	
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Means & Strategies

Improve services to Indian and Native American youth and enable service providers to achieve performance measures and standards by:

- Encouraging, developing, and strengthening grantees’ linkages with other employment and training program providers, other providers of youth services in the respective communities, other Federal and state programs, and other providers of workforce investment and related services
- Developing and instituting comprehensive and intensive training for staff determined to be in need of such training through partnership with the Tribal Colleges Initiative
- Continuing to provide technical assistance and training on a mass basis to all grantee staff through the multi-regional and national Indian and Native American employment and training conferences, concentrating on JTPA-to-WIA transition issues and other areas which have been identified as deficient nationwide
- Consulting with INA partners, both directly and through the Native American Employment and Training Council, to discuss issues relevant to program administration, management and operation, performance measures and standards development, and the issuance of the WIA Final Rule

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Migrant and Seasonal Farm Workers Youth Program
FY 2001 Performance Goal:	70% of Migrant and Seasonal Farm Worker (MSFW) youth exiting the MSFW Youth Program will attain basic skills and, as appropriate, work readiness or occupational skills (Attainment of Basic Skills), retained in secondary education or attain a secondary school diploma or its equivalency.
Indicator:	Percent of MSFW youth that attained basic skills and, as appropriate, work readiness or occupational skills after exiting the program
Data Source:	Grantee Records
Baseline:	No prior program data available. Baseline is based on analysis of available information.
Comment:	This goal targets youth 14-21 years of age with a focus on out-of-school youth. Minimally acceptable performance will be set at 80% of plan.

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Migrant and Seasonal Farm Workers Youth Program
FY 2001 Performance Goal:	70% of Migrant and Seasonal Farm Worker (MSFW) youth exiting the MSFW Youth Program, after receiving intensive or training services, will be placed or retained in post secondary education or advanced training, be placed or retained in qualified apprenticeships, enter military service, or be placed in a job (Placement and Retention)
Indicator:	Percent of MSFW youth that were placed or retained in post secondary education or advanced training, were placed or retained in qualified apprenticeships, entered military service, or were placed in a job after exiting the program
Data Source:	Grantee Records (through SPIR or SPIR-like data)
Baseline:	No prior program data available. Baseline is based on analysis of available information.
Comment:	This goal targets youth 14-21 years of age with a focus on in-school youth. Minimally acceptable performance is set of 80% of planned goal.

Means & Strategies

Improve the array of services available to the Migrant and Seasonal Farm Worker, as well as the abilities of grantees to serve client groups, meet goals, manage grants by:

- Developing and strengthening MSFW Program grantee linkages with other National programs, states and providers of other workforce investment and related services
- Providing training and technical assistance on a variety of topics, including an initial focus on the JTPA to WIA transition and related skill building
- Consulting with MSFW grantees on a regular basis, both directly and through the MSFW Employment and Training Advisory Committee, to discuss issues relevant to program administration, management and operation, and the ongoing work on a menu of program initiatives

- Supporting the development of a grants management tool that will allow MSFW grantees and program office staff to review, correct, analyze, and transmit - on-line - financial and programmatic data

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase the number of youth, including targeted youth, making a successful transition to a career path
Program	Apprenticeship Training Programs
FY 2001 Performance Goal:	Increase cumulatively by 4% the number of school-to-registered apprenticeship educational activities as a path to high skills, high wages, long-term employment and careers over the end of the FY 2000 baseline
Indicator:	Percent increase in the number of school-to-registered apprenticeship educational activities as a path to high skills, high wages, long term employment and careers over the end of the FY 2000 baseline
Data Source:	Apprenticeship Information and Management System (AIMS)
Baseline:	Baseline to be established by the end of Fiscal Year 2000. Data will be available if accuracy is validated through independent validation
Comment:	

Means & Strategies

- , Increase participation in school-to-registered apprenticeship promotional activities by:
 - Developing awareness and education of the benefits of school-to-registered apprenticeship to educational system intermediaries, sponsors, school-age students and parents
 - Developing relationships with educational system intermediaries and current, potential or inactive sponsors
 - Providing consultation and technical assistance and/or participating in promotional activities
 - Promoting school-to-registered apprenticeship to workforce investment and other partners -- e.g., the Women's Bureau, the Department of Justice and community-based organizations
- , Expand school-to-registered participation by:

- Encouraging active participation on both the WIA youth boards and the Job Corps Youth Advisory Council
- Supporting pilots, demonstration projects and evaluations (PD&E) for out-of-school youth who are in Empowerment Zones or Enterprise Communities
- Supporting the exploration of multiple funding sources for efforts to replicate practices discovered through PD&E, targeting market penetration and alignment with workforce investment and other partners

, Improve the planning and management of the Registered Apprenticeship System by:

- Arranging for stakeholder service input
- Assisting the reconstituted Federal Committee on Registered Apprenticeship in the accomplishment of its mission
- Improving the capacity to gather and analyze accurate, consistent, timely and high-quality information in support of school-to-registered apprenticeship programs

Strategic Goal 1: A Prepared Workforce
Enhance Opportunities for America's Workforce

Outcome Goal 1.4
Increase Employer and Labor Involvement in WIA

Apprenticeship Training, Employer and Labor Services
 America's Job Bank

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Integrate employer and labor management representatives in WIA
Program	Employer / Labor Management
FY 2001 Performance Goal:	In at least 10 communities, build employer and labor networks from among WIA partner programs resulting in more skilled workers in good jobs.
Indicator:	Employer and labor networks
Data Source:	Pending
Baseline:	New activity. Baseline will be established in FY 2000.
Comment:	The purpose of the networks is to bring together employer and labor constituencies from among the WIA partner programs so that employers and labor will more broadly understand and better utilize the workforce investment system.

Departmental Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Integrate employer and labor management representatives in WIA
Program	Wagner-Peyser Act Funding Stream
FY 2001 Performance Goal:	Increase the number of new employers that register with America's Job Bank from 60,000 to 69,000
Indicator:	Employers registering to list jobs with America's Job Bank
Data Source:	America's Job Bank Service Center
Baseline:	Baseline will be FY 2000 (PY 1999) data. 51,000 employers entered such a relationship in FY 1999. (Through January 9, 2000, a total of 122,900 employers have entered such a relationship since the service became available.)
Comment:	An employer registers by completing the protocol for regularly placing job orders on America's Job Bank

Means & Strategies

Establish systematic collaboration in the workforce investment system for subsidized and unsubsidized employment and training activities by:

- Developing educational and technical guides on the workforce investment system and its benefits to employer and labor management groups
- Creating an outreach and marketing plan to develop networks that increase employer and labor management active participation, e.g., in policy making, peer-to-peer promotion, forums to exchange information
- Facilitating the development of mechanisms to strengthen mutual business and labor interests that sustain cooperative, interactive long-term collaborative relationships
- Building and sustaining networks that encourage linkages with employers, labor, union organizations, community-based organizations and state and local governments by hosting national and regional conferences, sharing of best practices, and application of continuous quality improvement strategies

- Supporting the exploration of multiple funding sources to identify and address issues related to training requirements, techniques, methods, and practices to assist employers and labor in participating in the development of concepts, standards, procedures, designs, models, methods and in the evaluation of the overall efficiency, effectiveness and continuous quality improvements of these endeavors
- Establishing an administrative and management system for Employer and Labor Services

Outcome Goal 2.2
***Improve the effectiveness of programs
which provide or protect worker benefits***

Unemployment Compensation

Department Strategic Goal	A Secure Workforce: Promote the Economic Security of Workers and Families
DOL Outcome Goal	Improve the effectiveness of programs which provide or protect worker benefits
Program	Unemployment Compensation
FY 2001 Performance Goal: 2.2A	Unemployed workers receive fair UI benefit determinations and timely benefit payments: 1. Increase to 26 the number of States meeting or exceeding the UI PERFORMS minimum criterion for benefit adjudication quality 2. Increase to 48 the number of States meeting or exceeding the Secretary's Standard (minimum performance criterion) for intrastate payments timeliness.
Indicator:	<p>1. <i>Benefit adjudication quality</i> The # of States meeting or exceeding the minimum criterion that 75% of the State's nonmonetary eligibility determinations receive an adequate score (>80 points using the standard review instrument)</p> <p>2. <i>Payment timeliness</i> The # of States meeting or exceeding the Secretary's Standard that 87% of intrastate 1st payments be made within 14 days of the first compensable week-ending date for States with a waiting week and 21 days for non-waiting week States.</p>
Data Source:	<i>Benefit adjudication quality:</i> ETA 9056; <i>Payment timeliness:</i> ETA 9050
Baseline:	Fiscal Year 1999 1. <i>Benefit adjudication quality</i> 20 States met the minimum criterion; nationally, 71% of all nonmonetary adjudications scored >80 points using the standard review instrument 2. <i>Payment timeliness</i> 46 States met the minimum criterion; nationally, 90% of intrastate 1 st payments were made within 14/21 days
Comment:	<i>The ETA 9050 report is not now validated but the Department plans to validate it and most other key reports as part of the UI Data Validation system. The ETA 9056 report is validated in two ways. The data entry software has edits for several elements. More importantly, two expert reviewers must agree on every rated element to ensure validity of the quality review of each determination.</i>

Department Strategic Goal	A Secure Workforce: Promote the Economic Security of Workers and Families
DOL Outcome Goal	Improve the effectiveness of programs which provide or protect worker benefits
Program	Unemployment Compensation
FY 2001 Performance Goal: 2.2B	Employers increase compliance with State unemployment insurance (UI) laws by the provision of rapid and accurate service on UI tax matters. 1. Increase to 50 the number of States meeting or exceeding the UI PERFORMS criterion for New Employer status determination timeliness 2. Increase to 36 the number of States passing the acceptance sample for status determinations accuracy
Indicator:	<p><i>1. Employer status determination timeliness</i> The # of States meeting or exceeding the minimum criterion that 60% of New Employer status be made within 90 days of the end of the quarter in which liability begins.</p> <p><i>2. Employer status determinations accuracy</i> The # of States passing, with no more than 6 failed cases, the annual review of a 60-case acceptance sample using a standard multi-part instrument to determine accuracy.</p>
Data Source:	<p><i>Employer status determination speed: ETA 581</i></p> <p><i>Employer status determinations accuracy: Acceptance Sample reports</i></p>
Baseline:	<p>Fiscal Year 1999</p> <p>1. 47 States met the criterion for status determination timeliness: nationally, 79% of New Employer status determinations were made within 60 days.</p> <p>2. 23 States passed Employer status determinations accuracy acceptance sample (1998 data, latest available).</p>
Comment:	At present, the status determination data on the <i>ETA 581</i> report are not validated. The UI Data Validation program will validate the entire report. To help ensure validity of <i>acceptance sample</i> results, Regional Office staff annually review a sample of completed cases for adherence to handbook guidelines and coding; every fourth year this is done by a Federal multi-regional team.

Department Strategic Goal	A Secure Workforce: Promote the Economic Security of Workers and Families
DOL Outcome Goal	Improve the effectiveness of programs which provide or protect worker benefits
Program	Unemployment Compensation
FY 2001 Performance Goal: 2.2C	<p>Protect the integrity of employer unemployment tax contributions and reimbursements.</p> <ol style="list-style-type: none"> 1. Increase the speed of deposit of contributions into State Clearing Accounts. Data gathered using revised measure will be analyzed and minimum criterion set for FY2002. 2. Increase to 39 the number of States meeting or exceeding the minimum criterion for timely transfer of funds to the State's account in the Unemployment Trust Fund
Indicator:	<ol style="list-style-type: none"> 1. <i>Timeliness of Deposit to Clearing Accounts</i> The # of States meeting or exceeding a minimum % of \$ in contributions deposited into Clearing Account within 3 days of receipt. Minimum criterion to be set. 2. <i>Timeliness of transfer of funds: State Clearing Account to Unemployment Trust Fund (UTF)</i> The # of States meeting or exceeding the minimum criterion that deposits be in the Clearing Account \leq 2.0 days before transfer to UTF.
Data Source:	<p><i>Timeliness of deposit:</i> Special survey and report (State data gathering methods under development)</p> <p><i>Timeliness of transfer of funds:</i> ETA 8414. States' reporting is being reviewed.</p>
Baseline:	<p>Fiscal Year 1999</p> <ol style="list-style-type: none"> 1. <i>Timeliness of Deposit:</i> Data not available 2. <i>Timeliness of transfer of funds:</i> 29 States met minimum criterion; nationally, 2.3 days of funds were on hand before transfer to the UTF
Comment:	The data from which these measures are taken are not validated. Both are under review by ETA to ensure consistency of methodology and/or reporting.

Department Strategic Goal	A Secure Workforce: Promote the Economic Security of Workers and Families
DOL Outcome Goal	Improve the effectiveness of programs which provide or protect worker benefits
Program	Unemployment Compensation
FY 2001 Performance Goal: 2.2D	Promote the Federal-State UI system's economic stabilization capacity by: Maintaining at/increasing from 39% the share of the involuntarily unemployed who receive benefits (reciency rate); Increasing to 13 the number of States with a maximum weekly benefit amount $\geq 2/3$ of the State's average covered (wage replacement); Maintaining at/increasing from 34 the number of States with reserves \geq one year's benefits at the rate experienced during the last three recessions (solvency); and Maintaining at/increasing from 61% the median State % of benefits paid which are effectively charged back to employers (experience rating)
Indicator:	<ol style="list-style-type: none"> 1. <i>Reciency Rate</i> The ratio of the U.S. average weeks of UI benefits claimed to average weeks of total unemployment measured by the Current Population Survey. 2. <i>Wage Replacement</i> The # of States whose maximum weekly benefit amount is $\geq 2/3$ of the State's Average Weekly Covered Wage 3. <i>Reserve Adequacy/Solvency</i> The # of States with an Average High-Cost Multiple (AHCM) ≥ 1.0 (i.e., reserves of at least one year's payments at the average yearly rate of benefits paid in the 3 previous recession years). 4. <i>Fairness of Taxes Paid</i> The median State Experience-rating index (ERI), the % of benefits paid in the State which are effectively charged back to employers causing the unemployment.
Data Source:	<i>Reciency Rate:</i> UI weeks claimed data, ETA 5159; total unemployed in the U.S., Current Population Survey (Bureau of Labor Statistics) <i>Wage Replacement:</i> State UI laws <i>AHCM:</i> all balance, benefit payment, wage & tax collection data are reported on the ETA 2112 or the ES 202 report <i>Experience-rating index:</i> ETA 204 Report.

Baseline:	<p>Fiscal Year 1999</p> <ol style="list-style-type: none"> <i>Reciipiency Rate</i> UI benefits were claimed for 38.7% of weeks of total unemployment <i>Wage Replacement</i> 10 States had Maximum Benefit Amount of $\geq 2/3$ Average Covered Wage <i>Solvency</i> 34 States had AHCM's at least 1.0. The national average AHCM was 0.94. (Preliminary estimates.) <i>Experience-rating index</i> Median ERI value of States reporting, 61%. (FY1998, latest data)
Comment:	<p>The <i>ETA 5159</i> data on weeks claimed are validated through UI's Workload Validation system. Data on the <i>ETA 204</i> report are not validated.</p> <p>Data on the <i>ETA 2112</i> report are considered highly valid and are regularly checked as part of general ledger balancing. The <i>ES 202</i> data are based on data submitted by contributory employers as part of their quarterly contribution reports. States subject the underlying data to various computer edits and use BLS designed programs to prepare the data tapes submitted to BLS.</p>

Department Strategic Goal	A Secure Workforce: Promote the Economic Security of Workers and Families
DOL Outcome Goal	Improve the effectiveness of programs which provide or protect worker benefits
Program	Unemployment Compensation
FY 2001 Performance Goal: 2.2E	<p>Facilitate the reemployment of UI claimants:</p> <ol style="list-style-type: none"> <i>Increase the Entered Employment Rate (EER) of UI Claimants:</i> collection authority for the EER measure will be obtained and data collection will begin. <i>Reduce the benefit exhaustion rate of UI Claimants from 32%</i>
Indicator:	<ol style="list-style-type: none"> <i>Percentage of UI Claimants reemployed</i> Entered Employment Rate–UI will use common measure being developed for all WIA activities <i>Benefit exhaustion rate of UI Claimants</i> U.S. total # of claimants receiving final payments as % of # of claimants receiving first payments 6 months earlier
Data Source:	<p><i>Entered Employment Rate:</i> Under development as a WIA core measure. It will be computed from UI wage records.</p> <p><i>Benefit Exhaustion Rate:</i> ETA 5159</p>

Baseline:	Fiscal Year 1999 <i>1. Percentage of UI Claimants reemployed</i> Entered Employment rate: Data Not Available <i>2. Benefit exhaustion rate of UI claimants:</i> Nationally, 32% of claimants exhausted benefits in FY 1999
Comment:	At present, the entered employment rate is under development. The <i>ETA 5159</i> data on payments are not validated yet. The business cycle dominates both <i>entered employment</i> and <i>UI benefit exhaustion rates</i> . Using unadjusted rates to identify improvement due to UI program efforts must assume that economic conditions remain stable.

Means & Strategies

The unemployment insurance (UI) system has identified five major performance goals. Three involve state operational performance in paying benefits, adjudicating disputed claims, and administering tax operations, relative to established minimum performance criteria. A fourth goal relates to the system's macro performance and the fifth goal to re-employment of UI claimants. Consistent with the UI program's Federal-State partnership design, each strategy to achieving goals listed below includes working in partnership with States.

Strategies to improve operational performance are centered largely on the development and implementation of UI PERFORMS (UI's performance management system), and on the maintenance and continuous development of automated systems. The Department's underlying strategic approach is to focus initial efforts on raising the performance of States whose performance is below minimum performance criteria issued in 1999, while continuing to develop and implement processes and systems which support continuous improvement above such minimum performance levels and promote performance excellence. Hence, performance is primarily judged by the number of states meeting minimum criteria, instead of the collective performance of the system as a whole.

Develop and implement improvements to UI PERFORMS to enhance performance planning, facilitate performance achievement, and assess the effectiveness of program improvement efforts through capacity building, technical assistance, best practices, and other key initiatives. Initially focus on raising performance of States below performance criteria, while continuing to develop and implement processes and systems which support continuous improvement at all levels. In collaboration with State partners:

- Through the State Quality Service Plan process, work with States failing to meet performance criteria to develop corrective action plans to raise performance above these minimum levels.

- Work with States to develop and implement performance improvement plans to raise performance above current levels.
 - Continue to develop and refine performance measures including the expansion of UI's benefit accuracy measurement system to include the measurement of denied claim accuracy, the review and revision of benefit payment control measures, and the development and refinement of cash management measures.
 - Maintain, enhance and expand Internet-based performance information repositories.
 - Provide technical assistance to States in identifying the underlying causes of performance deficiencies and formulating and implementing corrective actions.
 - Facilitate and promote the identification and sharing of effective practices.
 - Facilitate and promote the continuous development of Federal and state staff technical expertise.
 - Develop expanded technical assistance and incentive strategies to better complement performance excellence and sustain continuous improvement.
- g** Explore new approaches, including increased use of technology, to increase flexibility and/or reduce burden in processing workload or in complying with requirements:
- Provide technical assistance and resources to States to expand service delivery options available to claimants e.g., the implementation of remote claims-taking.
 - Improve the efficiency of Federal UI programs through the development of systems and processes for the electronic handling of wage and separation requests and responses.
 - Increase the number of tax and benefit program measures validated while minimizing the workload burden of validation by designing and implementing a more highly automated validation system which eliminates duplicative processes or steps.

Achievement of the fourth goal, the system's macroeconomic performance, depends on influencing structural elements largely under the control of State legislatures. The Department's underlying strategic

approach is to advocate, facilitate and promote State program design which achieves a balance between worker benefits and employer burden based on common sense, sound research and reason. While incentives may be used to influence state action, the use of sanctions in this area is not permitted by Federal law.

, Engage in continuing discussions with States, employers and claimants to improve communication, identify issues and needs, and promote input regarding structural elements of the UI programs largely under the control of State legislatures. The Department will attempt to advocate, facilitate and promote State program design which achieves a balance between worker benefits and employers' needs based on common sense, sound research and reason. Incentives may be used to influence State action; Federal law does not permit the use of sanctions in this area.

- Host and/or participate in national and regional conferences, meetings and stakeholder forums.
- Maintain, enhance and expand Internet-based information repositories.
- Strengthen and enhance the UI research and evaluation program and the distribution of research and evaluation findings to ensure the timely availability of information to guide Federal and State policy and program development.

, Develop Federal or model state legislation that will ensure the availability of benefits in the event of a recession, encourage states to make the program more accessible to unemployed workers, and provide the administrative resources necessary to operate and improve state administrative operations and service delivery. In cooperation with state partners and stakeholders:

- Refine options, formulate and seek administrative funds which closely align administrative resources and benefit workloads until enactment of financing reform.
- Develop reform options, and work to secure legislative enactment.

, Support state initiatives to examine, ensure and/or enhance the macroeconomic effectiveness of their UI programs.

- Identify and promote program provisions, policies and practices which enhance the macroeconomic adequacy and effectiveness of the UI program.

- Provide technical assistance to states in the analysis, formulation, presentation and justification of proposals.
- Facilitate and promote the continuous development of state economic and actuarial analysis expertise.

The underlying approach to the Department's strategies to facilitate the re-employment of UI claimants is to focus on linking UI claimants to the re-employment services available through the workforce development system.

Support and work cooperatively with state and other Federal partners' efforts to build a strong, effective workforce system and facilitate UI claimants' reemployment by linking them with the reemployment services available through that system. In collaboration with state and other stakeholders:

- Develop a vision of the UI program within the workforce development system to guide and support state system- building efforts.
- Provide leadership in the evaluation and improvement of profiling as a means of linking UI claimants with re-employment assistance early in their spell of unemployment.
- Provide leadership in the enhancement of eligibility review programs as a means of linking or re-linking UI claimants with re-employment assistance during their spell of unemployment.
- Provide support to efforts which explore linking multiple electronic components of the workforce development system (i.e., Talent Bank, the Job Bank, O'NET and UI benefit application) to provide customers with seamless electronic access, entry and movement within the system.
- Participate in workforce development system-wide performance excellence and continuous improvement efforts.

Outcome Goal 2.3
*Increase Employment and Earnings for
Dislocated Workers*

Dislocated Worker Assistance
Trade Adjustment Assistance

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase employment and earnings for dislocated workers
Program	Dislocated Worker Funding Stream
FY 2001 Performance Goal:	Of those registered under the WIA dislocated worker program, 76% will be employed in the first quarter after program exit, and 81% will be employed in the third quarter after program exit with 100% of pre-dislocation earnings
Indicator:	Dislocated worker employment, employment retention, and earnings replacement
Data Source:	State WIA reports, (UI wage records will be the primary source)
Baseline:	There is no prior experience with this WIA indicator which is based on the use of UI wage records. An approximation of the goal was derived by analysis of the JTPA program experience of three states using WIA indicator specifications which yielded a range of from 72% to 80% for employment in the first quarter after program exit, from 82% to 91% for employment in the third quarter after program exit, and a range of from 85% to 97% pre-dislocation earnings in the third quarter after program exit.
Comment:	Quantifiable levels for performance measures under WIA will be developed through a cooperative negotiation between DOL, its partners, and stakeholders. A small number of states have begun early implementation of WIA for PY 99, and this limited performance will form the basis of baseline data and negotiation of goals for PY 2000 -2001, the period in which all states will operate under WIA

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase employment and earnings for dislocated workers
Program	Trade Adjustment Assistance
FY 2001 Performance Goal:	Upon exit from the Trade Adjustment Assistance (TAA) or NAFTA Transitional Adjustment Assistance (NAFTA-TAA) programs, 73% will be employed in the third quarter after exit with 82% of the total pre-dislocation earnings
Indicator:	Employment retention after six months; post-program earnings change after six months.
Data Source:	TAPR (Trade Adjustment Participant Report)
Baseline:	Incomplete as of this date.
Comment:	During FY 2001, TAA/NAFTA-TAA will be using a new performance measures data system that is directly comparable to the system being developed for the dislocated worker program under WIA. FY 2001 will be the first year of operation for the new system. This may require revision of the goals stated above.

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase employment and earnings for dislocated workers
Program	Incumbent worker.
FY 2001 Performance Goal:	During the initial year of funding, an estimated 30 grants serving an estimated 20,000 participants will be awarded for the incumbent workers initiative
Indicator:	Grants awarded and participants served
Data Source:	Grantee records
Baseline:	There is no baseline since this is a new initiative for which funding is being requested in the FY 2001 budget.
Comment:	This goal is for the first year of operation, when the initiative will be implemented. Indicators under consideration for FY 2002 include maintaining or increasing earnings, promoting retention at the employer of record, and upgrading skills.

Means & Strategies

Under the President's Universal Reemployment Initiative, every dislocated worker will receive training and reemployment services, if desired and needed. Elements of the strategy include:

- , Provide access to training and reemployment services to more dislocated workers through increased formula-funded grants to states and discretionary emergency grants
- , Expand and enhance the coverage of trade adjustment assistance by supporting the enactment of TAA reform legislation which provides for certification of workers displaced by shifts of production to offshore locations, increases the funds available for worker retraining, and reduces the time provided for the issuance of TAA certifications
- , Educate dislocated workers on services available and access points by continuing support of the national toll-free telephone system
- , Assist communities in developing comprehensive economic adjustment strategies to deal with dislocations with community-wide impact by continuing to work with other Federal agencies to support such strategies
- , Help prevent dislocations upgrade workers skills by investing in technical assistance and demonstrations that include:
 - Skill Shortages Initiative--identifying industries struggling to fill jobs, identify workers needing training, and provide training and job placement services
 - "High-road partnerships" - promoting public-private ventures to effectively develop human resources and provide high-skill workers to responsive employers
 - Innovative incumbent worker training strategies, using limited amounts of public funds to promote training of low-skill, at-risk, and other employed individuals to enhance their economic security
- , Improve capability of dislocated worker service deliverers by sharing lessons learned with the workforce investment system and others through conferences, ETA's web site, and other means of dissemination

- , Improve local areas' abilities to understand business and labor market trends; and gather and share information on methods to forecast local job growth and decline (community strategic planning, localized labor market audits) to help communities to prevent dislocations, more effectively target their training resources, and support business growth and worker welfare

- , Improve early intervention techniques to speed the delivery of readjustment services and shorten the period of unemployment due to mass layoffs by funding technical assistance projects on Rapid Response assistance - providing information through training forums, such as the Rapid Response Academy, where best practices can be shared among practitioners, policy makers, partners and others

- , Improve services to dislocated workers who are likely to exhaust Unemployment Insurance benefits under the Worker Profiling and Reemployment Services component of the workforce system by providing Wagner-Peyser Act and WIA Title I reemployment services (e.g. job search workshops, counseling, referrals to suitable openings) and other needed assistance

- , Ensure that dislocated workers are able to access the assistance available from One-Stop partners to achieve rapid reemployment at good wages as a result of the WIA

- DOL will visit and provide operational and technical assistance to Incumbent Worker grantees to ensure that they become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up.

Outcome Goal 3.3
Support Greater Balance Between Work and Family
 Apprenticeship Services

Department Strategic Goal	A Prepared Workforce: Enhance Opportunities for America's Workforce
DOL Outcome Goal	Increase employment and earnings for dislocated workers
Program	Apprenticeship Services
FY 2001 Performance Goal:	The number of states with registered child care apprenticeship programs will increase to 49 and the number of new child care apprentices will increase by 20% over FY 2000.
Indicator:	The number of States with registered child care apprenticeship programs
Data Source:	Apprenticeship Information Management System (AIMS)
Baseline:	Baseline to be established September 2000 using PY 1999 data from preliminary performance measures of early implementing States. Data will be available if accuracy is validated through independent validation.
Comment:	

Means & Strategies

Increase the availability and use of child care by:

- Facilitating the development of states' consortia of representatives from the child care industry and government entities
- Providing consultative and technical assistance in the development, maintenance and expansion of statewide systems for child care, including the exchange of the most current information
- Maintaining, improving and sustaining collaborative relationships, including cross-cutting linkages

, Improve the planning and management of the Registered Apprenticeship System by:

- Arranging for stakeholder service input
- Assisting the reconstituted Federal Committee on Registered Apprenticeship in the accomplishment of its mission
- Improving the capacity to gather and analyze accurate, consistent, timely and high-quality information in support of child care registered apprenticeship programs

5. Cross-Cutting Issues

As mentioned, FY 2001 is the second year of implementation for the Workforce Investment Act of 1998. This landmark job training legislation is built on the principles of partnership and shared accountability. ETA continues to work in close cooperation with its state and local partners in monitoring and overseeing the workforce development system and its federal partners in promoting unified planning at the state and local levels. The Act enhances the effectiveness of the One-Stop delivery system to address employers' growing difficulty in locating, attracting, and retaining qualified workers for high-skilled jobs; as well as workers' and job seekers' needs for training and re-employment services.

In FY 2001, ETA will continue implementation of WIA emphasizing universal access to services available to the nation's job-seekers, workers, and employers through the One-Stop Career Centers. Program and service integration in the workforce development system will continue to develop as partnerships are forged and strengthened among ETA, other federal programs and state and local organizations. The effectiveness of the workforce development system will continuously improve through capacity building, pilots and demonstrations, research, and technical assistance. The increase in investment for Pilots, Demonstrations, Research, Evaluation and Technical Assistance will support this enhancement in the integration and effectiveness of the One-Stop delivery system.

In addition to its cross-cutting efforts targeted on the state and local levels of the workforce development system, ETA continues to invest in engaging private-sector employers both as customers and partners in the system. ETA's Workforce Excellence strategy continues to focus on promoting and supporting continuous improvement, high-performance and customer satisfaction throughout the One-Stop delivery system, with one major goal being to enhance the credibility of the system in the eyes of the business community. The Office of Apprenticeship Training, Employer and Labor Services continues on its mission to engage more employers to become involved with the One-Stop system, particularly those businesses offering high-paying job opportunities. America's Jobs Network is expanding its efforts to market the quality of job training and re-employment services to the employer community, and America's Job Bank continues as the job listing service of choice for a large segment of U.S. businesses.

These cross-cutting efforts focused on the system and the business community will positively impact on the agency's ability to achieve the performance goals listed under Outcome Goal 1.1: Increase Employment, Earnings and Retention. The focus on continuous system-wide performance improvement continues to enhance the capacity of the workforce development system to deliver high quality and effective services to its customers – job seekers, workers and employers. These process improvements will be reflected in improvements in performance against the outcome goals set forth in this performance plan. The continued and growing focus on the business community will not only improve management of the system by engaging leading private sector officials as Local Workforce

Investment Board directors and members, but also address the demand side of the Labor Market equation. Placements in high-paying, growth occupations can only be made if the businesses with those potential job opportunities value the quality of services provided by the workforce system, and choose to access those services.

In FY 2001, ETA will continue to forge closer ties with our major federal partners, including the Departments of Education, Health and Human Services, Housing and Urban Development, the Department of Commerce (including the National Institute for Standards and Technology), the Department of Agriculture, the Department of Transportation and others. For example, the School-to-Work initiative continues to be jointly operated by ETA and the Department of Education. Welfare-to-Work continues its partnerships with other Federal entities such as the Departments of Health and Human Services, Transportation, Justice, Housing and Urban Development, and Commerce to address the multiple needs and barriers to employment faced by welfare recipients and noncustodial parents, and to provide opportunities for stable unsubsidized employment and economic self-sufficiency for these populations. DOL will join the Departments of Education, HHS and Justice in the Safe Schools/Healthy Students Initiative to promote healthy childhood development and to prevent school violence. Closer program integration at the local One-Stop delivery level will enhance the capability of the system to meet and exceed its outcome goals by leveraging investment and creating a synergy that will result in improved performance.

ETA CROSS-CUTTING ACTIVITIES
Within DOL and Other Federal Agencies

The matrix below offers a broad overview of the connections within DOL and with other Federal Agencies to achieve program success:

Department	Goal 1: A Prepared Workforce	Goal 2: A Secure Workforce	Goal 3: Quality Workplaces	Departmental Management Goals
Linkages with Other Federal Agencies				
Commerce		X		
GAO	X			
Treasury		X		X
Interior	X			
Justice	X			
Transportation	X			
Education	X			
Health & Human Services	X		X	
Agriculture	X			
Housing & Urban Development	X	X	X	
Small Business Administration		X	X	
Social Security Administration		X		
Linkages within the Department of Labor				
ETA	X			
WB	X		X	
Employment Standards Administration	X			
Ofc. Of Fed. Contract Compliance	X			
OIG	X			X

6. Agency Strategic Management Process

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

Strategic Management Process:

Maintain a strategic management process that links strategic program planning, resource allocation, and accountability

Outcome Goals

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

Maintain the integrity and stewardship of ETA's financial resources

Establish ETA as a model workplace

6.1 The Baldrige Criteria for Performance Excellence

The Baldrige Criteria is the framework for the Malcolm Baldrige National Quality Award - and more importantly, is a tool used by thousands of U.S. organizations for improvement of business results, and for responding to our ever-changing marketplaces and demands.

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

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

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

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

Leadership

The Leadership Category examines how the organization's senior leaders address values and performance expectations, as well as a focus on customers and other stakeholders, empowerment, innovation, learning and organizational directions. Also examined is how the organization addresses its responsibilities to the public and supports its key communities.

Strategy One:

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

Strategy Two:

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

Strategy Three:

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

Strategic Planning

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

Strategy One:

ETA is using the Baldrige Criteria as the framework of its strategic planning process to more effectively develop and execute its strategic planning process and align resources to accomplish goals.

Strategy Two:

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

Customer & Market Focus

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

Strategy One:

America's Jobs Network is the Agency's premier strategy for marketing its services to customers. A major goal underlying the creation of the Network is to make every American job seeker, worker, and employer aware that the new Workforce Investment System is here, open for business, and easily accessible in person, by phone, or through the Internet.

Strategy Two:

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

Strategy Three:

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

Strategy Four:

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

Strategy Five:

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

Strategy Six:

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

Information & Analysis

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

Strategy One:

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

Strategy Two:

ETA will ensure performance accountability in the new Workforce Investment System through negotiated levels of performance with states. Core measures of performance for adult and youth

programs in the areas of program outcomes and customer satisfaction have been identified - and baseline data for use in managing performance are under development.

Strategy Three:

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

Strategy Four:

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

Human Resource Focus

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

Strategy One:

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

Strategy Two:

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

Strategy Three:

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

Process Management

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

Strategy One:

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

Strategy Two:

ETA is advancing its commitment to quality through development of a new leadership entity to guide continuous improvement initiatives under DOL for a stronger, unified approach that supports, develops, and recognizes the state and local agencies that provide services to America's employees and employers. The Agency will launch this new continuous improvement strategy on September 6, 1999 to all ETA-sponsored workforce development service providers.

Business Results

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

Strategy One:

ETA will focus on business results through performance outcomes and satisfaction of system customers as the lead agency in the workforce development system's performance accountability system, using core measures, baselines for performance, and negotiated standards. Among the results to be examined are levels of satisfaction with services, employment rates, retention in employment, wages earned, gains in earnings, wages replaced, costs for service delivery, timeliness of payments, and reduced benefits exhaustion rates.

Strategy Two:

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

Strategy Three:

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

6.2 Information Technology Management Strategy

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

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

FY 2001 Performance Goal:	Continue development of the enhancement phase of the agency-wide information and management system.
Indicator:	System design completed.

Data Source:	Program and financial reports submitted by grantees/contractors; internal data generated by automated tracking and process systems.
Baseline:	Current data and functionality.
Comment:	The enhanced system will provide greater access to information and streamline the overall grants/contracts processing, program reporting, and financial tracking systems supported by ETA and its grantees/contractors. Performance and financial management reports for new legislation will be incorporated into the enhancement phase. Federal users and grantee/contractor partners will continue to be provided the opportunity to participate in the design of modules that apply to them.

FY 2001 Performance Goal:	Enhance or replace, as necessary, information systems --- Apprenticeship Information Management System
Indicator:	New Apprenticeship Information Management System (AIMS).
Data Source:	Program reports submitted by Apprenticeship Training Representatives and program partners, grantees/contractors.
Baseline:	Current data and functionality.
Comment:	The new system will provide greater, more comprehensive and more timely access to information.

6.3 Financial Management Strategy

ETA's continuing goal will be to maintain effective financial management practices within the agency for budgeting, accounting and financial reporting that support program delivery, resource management and the safeguarding of assets under our control. The success of our efforts will be measured primarily by the opinions of our auditors, and internal reviews completed by the agency.

Outcome Goal

Maintain the integrity and stewardship of ETA's financial resources

FY 2001 Performance Goal:	Either financial systems and procedures meet the "substantial compliance" standard as prescribed in the FFMA or corrective actions are scheduled to promptly correct material weaknesses identified.
Indicator:	Audit of the Department's financial statements contains no material weaknesses related to activities conducted by ETA, or non-compliance with FFMA.
Data Source:	OIG Audit of ETA within the department's financial statements
Baseline:	Managerial Cost Accounting Standard
Comment:	ETA's activities are discussed below.

Means & Strategies

ETA's major activities include:

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

6.4 Human Resources Management Strategy

The ETA strategy for accomplishing its missions lays out a demanding and, in some program areas, vastly different role for ETA. To meet its performance goals, ETA must grow and change along a number of mutually reinforcing dimensions including workforce recruiting and human resource development, work organization and practices, and managing performance. Our human resource strategies must deliver a diverse workforce that is skilled in core competencies essential to new and changing demands.

Outcome Goal

Establish ETA as a model workplace

FY 2001 Performance Goal:	Increase by 15 percent over FY 2000 the overall percentage of employees participating in competency-based training.
Indicator:	Percentage of ETA employees completing training in core competencies identified for their job.
Data Source:	ETA management information
Baseline:	To be determined in FY 1998.
Comment:	<p>To ensure that ETA employees continue to successfully perform their jobs, we have identified and verified core competencies for key job categories, developed performance assessment instruments based on these competencies, and are beginning the process of establishing baseline measure for individual competency achievement. We are committed to investing training resources to further this project. It will help guide future training investments and the planning of employee development.</p> <p>Information systems are being developed to track numbers of employees taking and completing training. In addition, we are continuing to gather feedback from training participants on the quality and usefulness of current training/seminar offerings to help guide continuous improvement of design and instruction.</p>

FY 2001 Performance Goal:	Reduce charge-back compensation costs for ETA employees by 3%.
Indicator:	Amount of charge-back compensation costs.
Data Source:	Office of Workers' Compensation Program Charge Back System
Baseline:	To be determined in FY 1999.
Comment:	Jointly with DOL's Safety and Health Center and the Office of Workers' Compensation Programs (OWCP), ETA will aggressively pursue strategies that have proven successful for returning employees to work.

Means & Strategies

- ETA will review Charge-Back reports listing those receiving compensation and, based on impartial criteria, issue notices for physical examinations to those individuals who appear to be suitable candidates for a return to work.

- For those whose physical examinations indicate that return to work would not be injurious to their health, suitable positions will be offered.
- ETA will pursue administrative processes for termination of benefits for those who refuse to accept offers of reemployment.
- ETA will continue to utilize the Quality Partnership and Employee Involvement Quality Improvement groups to foster increased communication of current ETA initiatives and to provide a forum for discussion of office issues.
- ETA will work to assess team leader and front line staff against recently developed competency models and develop training as needed. ETA will also work on training managers to write Individual Development Plans for staff that focus on building skills.

6.5 Management Concerns

Building a Strategic Planning and Management System: Considerable effort has been spent on the formulation of strategies to guide agency work and investments, and to begin the implementation of these plans. Emphasis must now be placed on ways to operationalize these strategies and to continuously strive for further improvement. During FY 2000 we will continue to invest in efforts --

- to refine our current *performance measures* to accurately reflect real outcomes for our programs.
- to initiate development of *performance reporting systems* that will provide valid and timely information and feature the use of state-of-the art technology.
- to strengthen and integrate our emerging *continuous improvement* initiatives to build agency capability of positively impacting on the quality of services delivered to customers.
- to integrate and align agency resources - technological, financial, and human to improve outcomes for our customers. Agency organizations and budget structures must be reexamined and investments in financial management systems and technology must be maintained.

Appendix A-- List of Acronyms

ACIN	America's Career InfoNet
ABP	Alternative Base Period
AFOP	Association of Farmworker Opportunity Programs
AHCM	Average High Cost Multiple
AgNET	Agriculture Labor Network
AJB	America's Job Bank
AIMS	Apprenticeship Information Management System
ALeX	America's Learning Exchange
ALMIS	America's Labor Market Information System
APP	Annual Performance Plan
ATB	America's Talent Bank
ATELS	Office of Apprenticeship Training, Employer and Labor Services
AWBA	Average Weekly Benefit Amount
BAT	Bureau of Apprenticeship and Training
BLS	Bureau of Labor Statistics
CBO	Community-based Organization
CSEPA	Community Service Employment for Older Americans
CRS	Consumer Reports System
CY	Calender Year
DOJ	U.S. Department of Justice
DOL	U.S. Department of Labor
DOT	U.S. Department of Transportation
EB	Extended Benefits
ED	U.S. Department of Education
EER	Entered Employment Rate
ESA	Employment Standards Administration
ES	Employment Service
ESSI	Employment Security Systems Institute
ETA	Employment and Training Administration
EZ/EC	Empowerment Zone/Enterprise Community
FFMIA	Federal Financial Management Improvement Act
FTE	Full-time Equivalent
FY	Fiscal Year

GAO General Accounting Office
 GED General Equivalency Diploma
 GOTR Grant Officer's Technical Representative
 GPRA Government Performance and Results Act
 HHS U.S. Department of Health and Human Services
 HUD U.S. Department of Housing and Urban Development
 ICESA Interstate Conference of Employment Security Agencies
 JTPA Job Training Partnership Act
 LAA Learning Anytime, Anywhere
 LMI Labor Market Information
 LWIB Local Workforce Investment Board
 MSFW Migrant and Seasonal Farmworkers
 NAFTA North American Free Trade Agreement
 NASTAD National Association of Statical Territorial Apprenticeship Directors
 NORCT National Office Reorganization Consultation Team
 OAS Office of Adult Services
 OFAS Office of Financial and Administrative Services
 OIG Office of the Inspector General
 OMB Office of Management and Budget
 O*NET Occupational Information Network
 OT Office of Technology
 OWS Office of Workforce Security
 OYO Office of Youth Opportunities
 P&D Pilots and Demonstrations
 P&F Schedule Program and Financing Schedule
 PEPNet. Promising and Effective Practices Network
 PL Public Law
 PY Program Year
 R&E Research and Evaluation
 SCSEP Senior Community Service Employment Program
 SDA Service Delivery Area
 SESA State Employment Security Agency
 SPIR Standardized Program Information Report
 SSA Social Security Administration
 STW School-to-Work

TAA Trade Adjustment Assistance
TAG Technical Assistance Guide
TANF Temporary Assistance for Needy Families
UI Unemployment Insurance
USES United States Employment Service
VETS Veteran's Employment and Training Service
WANTO Women in Apprenticeship and Nontraditional Occupations
WBA Weekly Benefit Amount
WDS Workforce Development System
WIA Workforce Investment Act
WIPC Workforce Investment Policy Council
WOTC Work Opportunity Tax Credit
WP Wagner-Peyser
WtW Welfare-to-Work

Appendix B
Summary of ETA FY 2001 Performance Goals

Strategic Goal	Outcome Goal	FY 2001 Performance Goal
<p>Prepared Workforce:</p> <p>Enhance opportunities for America's workforce</p>	<p>1.1 Increase employment, earnings, and retention</p>	<p>Of those registered under the WIA adult program, 76% will be employed in the third quarter after program exit, with increased average earnings of \$3,600.</p> <p>Increase by 1 percentage point the share of applicants who receive labor exchange services that enter employment, resulting in more than 3.2 million Employment Service applicants entering employment.</p> <p>76% of job seekers registered by the Wagner-Peyser Act funding stream will have unsubsidized jobs six months after initial entry into employment (Six Month Retention Rate).</p> <p>Increase by 10 percent, the total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank (AJB) via the Internet</p> <p>Increase by 5% the number of people with disabilities served and increase by 2 percentage points the rate of unsubsidized employment (entered employment rate) in the local Workforce Investment Area.</p> <p>During the initial year of funding, at least 100 grants will be awarded and 40,000 non-custodial fathers and 40,000 working poor parents enrolled in the Fathers Work/Families Win initiative.</p> <p>Of those Welfare-to-Work (WtW) participants placed in unsubsidized employment, 66% will remain in the workforce for six months with 6% average earnings increase by the second consecutive quarter following placement.</p> <p>66% of participants will be satisfied with services received from workforce investment activities.</p> <p>61% of employers will be satisfied with services received from workforce investment activities.</p>

Strategic Goal	Outcome Goal	FY 2001 Performance Goal
	<p>1.1 Increase employment, earnings, and retention</p>	<p>54% of the Native Americans who exit the Indian and Native American (INA) Program will get unsubsidized jobs (Entered Employment Rate)</p> <p>84% of the Native Americans who exit the Indian and Native American Program (INA) will have positive outcomes (Positive Termination Rate)</p> <p>62% of the Migrant and Seasonal Farm Workers (MSFWs) who exit the MSFW Program will get unsubsidized jobs (Entered Employment Rate)</p> <p>70% of Migrant and Seasonal Farm Workers (MSFWs) will have jobs six months after initial entry into unsubsidized employment (Six Month Retention Rate)</p> <p>Maintain at 26% the share of Senior Community Service Employment Program (SCSEP) enrollees who get unsubsidized jobs (Entered Employment Rate)</p> <p>Increase by 4% the number of newly registered apprentices over the end of the FY 1999 baseline</p> <p>Increase by 6% the number of newly registered female apprentices over the end of the FY 1999 baseline</p> <p>Ensure that the level of minority participation in the Registered Apprenticeship System does not drop below 27%, which is above the civilian labor force representation</p>

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	<p>1.2 Increase the number of youth, including targeted youth, making a successful transition to work</p>	<p>Of the 14-18 year-old youth registered under the WIA youth program, 50% will be either employed, in advanced training, post-secondary education, military service or apprenticeships in the third quarter after program exit</p> <p>Of the 19-21 year-old youth registered under the WIA youth program, 70% will be employed in the third quarter after program exit.</p> <p>70% of Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships will be retained at six-months.</p> <p>85% of Job Corps graduates will get jobs or be enrolled in education with entry average hourly wages of \$7.25; 70% will continue to be employed or enrolled in education six months after their initial placement date. (Placement and Retention)</p> <p>In 25 communities, Youth Councils will build local partnerships with business, community organizations, and schools to improve opportunities for at-risk youth.</p> <p>65% of Responsible Reintegration for Young Offender program graduates will get jobs, re-enroll in high school, or be enrolled in post-secondary education or training.</p>

Strategic Goal	Outcome Goal	FY 2001 Performance Goal
	<p>1.2 Increase the number of youth, including targeted youth, making a successful transition to work</p>	<p>60% of Indian and Native American (INA) youth participating in the supplemental youth services program will attain at least two goals under established program outcomes relating to basic skills, work readiness, skill attainment, entered employment and skill training (Skill Attainment)</p> <p>65% of Indian and Native American (INA) youth exiting the INA supplemental youth services program, after starting GED training, will attain a secondary school diploma or its recognized equivalent (GED) (Diploma or Equivalent Attainment)</p> <p>70% of Migrant and Seasonal Farm Worker (MSFW) youth exiting the MSFW Youth Program, after receiving intensive or training services, will be placed or retained in post secondary education or advanced training, be placed or retained in qualified apprenticeships, enter military service, or be placed in a job (Placement and Retention).</p> <p>Increase cumulatively by 4% the number of school-to-registered apprenticeship educational activities as a path to high skills, high wages, long-term employment and careers over the end of the FY 2001 baseline.</p>

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	1.4 Integrate Employer and Labor Management Representatives in WIA	<p>In at least 10 communities, build employer and labor networks from among WIA partner programs resulting in more skilled workers in good jobs.</p> <p>Increase the number of new employers that register with America's Job Bank from 60,000 to 69,000</p>

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<p>Secure Workforce:</p> <p>Promote the economic security of workers and families</p>	2.2 Protect worker benefits	<p>Unemployed workers receive fair UI benefit eligibility determinations and timely benefit payments:</p> <p>Increase to 26 the number of States meeting or exceeding the minimum performance criterion for benefit adjudication quality</p> <p>Increase to 48 States the number of States meeting or exceeding the Secretary's Standard (minimum performance criterion) for intrastate payment timeliness</p> <p>Employers increase compliance with State unemployment insurance (UI) laws by the provision of rapid and accurate service on UI tax matters.</p> <ol style="list-style-type: none"> 1. Increase to 50 the number of States meeting or exceeding the UI PERFORMS criterion for New Employer status determination timeliness 2. Increase to 36 the number of States passing the acceptance sample for status determinations accuracy <p>Protect the integrity of employer unemployment tax contributions and reimbursements.</p> <ol style="list-style-type: none"> 1. Increase the speed of deposit of contributions into State Clearing Accounts. Data gathered using revised measure will be analyzed and minimum criterion set for FY2002. 2. Increase to 39 the number of States meeting or exceeding the minimum criterion for timely transfer of funds to the State's account in the Unemployment Trust Fund

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	2.2 Protect worker benefits	<p>Promote the Federal-State UI system's economic stabilization capacity by:</p> <p>Maintaining at/increasing from 39% the share of the involuntarily unemployed who receive benefits (reciency rate);</p> <p>Increasing to 13 the number of States with a maximum weekly benefit amount $\geq 2/3$ of the State's average covered (wage replacement);</p> <p>Maintaining at/increasing from 34 the number of States with reserves \geq one year's benefits at the rate experienced during the last three recessions (solvency); and</p> <p>Maintaining at/increasing from 61% the median State % of benefits paid which are effectively charged back to employers (experience rating)</p> <p>Facilitate the reemployment of UI claimants:</p> <ol style="list-style-type: none"> 1. <i>Increase the Entered Employment Rate (EER) of UI Claimants:</i> collection authority for the EER measure will be obtained and data collection will begin. 2. <i>Reduce the benefit exhaustion rate of UI Claimants from 32%</i>

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	2.3 Increase employment and earnings for dislocated workers	<p>Of those registered under the WIA dislocated worker program, 76% will be employed in the first quarter after program exit, and 81% will be employed in the third quarter after program exit with 100% of pre-dislocation earnings</p> <p>Upon exit from the Trade Adjustment Assistance (TAA) or NAFTA Transitional Adjustment Assistance (NAFTA-TAA) programs, 73% will be employed in the third quarter after exit with 82% of the total pre-dislocation earnings</p> <p>During the initial year of funding, an estimated 30 grants serving and estimated 20,000 participants will be awarded for the incumbent workers initiative</p>

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Quality Workplaces: Foster quality workplaces that are safe, healthy, and fair	3.3 Support greater balance between work and family	The number of states with registered child care apprenticeship programs will increase to 49 and the number of new child care apprentices will increase by 20% over FY 2000.

Appendix C
Summary of ETA FY 2001 Performance Goals by Program

Strategic Goal	Outcome Goal	ETA Program
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Prepared Workforce: Enhance opportunities for America's workforce	1.1 Increase employment, earnings, and retention	Adult Program Welfare-to-Work Program Fathers Work/ Families Win Indian and Native American Program Migrant and Seasonal Farmworkers Program Senior Community Service Employment Program Apprenticeship training, Employer and Labor Services Program
	1.2 <u>Increase the number of</u> youth, including targeted youth, making a successful transition to a career path	Youth Activities Formula Grants Program Youth Opportunity Grants Program Safe Schools/ Healthy Students Responsible Reintegration of Young Offenders Job Corps Indian and Native American Youth Program Migrant and Seasonal Farmworker Youth Program Apprenticeship Training Program School-to-Work Opportunities
	1.3 Provide information and analysis on the U.S. economy	<u>America's Labor Market Information System</u>
	1.4 Integrate employer and labor management representatives in WIA	<u>Apprenticeship Training, Employer and Labor Services Program</u>
Secure Workforce: Promote the economic security of workers and families	2.2 Improve the effectiveness of programs which provide or protect worker benefits	Unemployment Compensation
	2.3 Increase employment and earnings for dislocated workers	Dislocated Worker Assistance Trade Adjustment Assistance Incumbent Worker
Quality Workplaces: Foster quality workplaces that are safe, healthy, and fair	3.3 Support greater balance between work and family	Apprenticeship Training