

U.S. DEPARTMENT OF LABOR
OFFICE OF THE 21ST CENTURY WORKFORCE



THE ENCLOSED CD-ROM INCLUDES AN EXTENSIVE
ARRAY OF RESOURCES FOR THE 21ST CENTURY
WORKFORCE INITIATIVE INCLUDING WEBCASTS,
DIRECTORIES, FACT SHEETS AND LINKS TO INFORMATION
AVAILABLE ONLINE. SIMPLY INSERT THE CD INTO
YOUR COMPUTER AND ALL OF THESE RESOURCES
WILL BE AT YOUR FINGERTIPS.

U.S. DEPARTMENT OF LABOR
SECRETARY OF LABOR ELAINE L. CHAO
WASHINGTON, D.C. 20210



Welcome to XXI!

SECRETARY OF LABOR
WASHINGTON

Greetings from XXI!

A revolution is taking place in America's workplace. With rapid advances in technology, our workforce is experiencing changes that no one imagined a decade ago. In creating the Office of the 21st Century Workforce, President Bush challenged the Department of Labor to identify opportunities for America's workers. With that in mind, we are proud to present *XXI*.

Policymakers need to better understand how Americans actually work, where they work, what skills they need, and the ways in which they balance their professional and family lives. We are discovering that much in the workplace has changed, while government has often remained at a standstill. Of course, some things never change and should not change. We must protect worker safety and health, retirement security, wage and hour requirements, and equal access to jobs and promotions. But we also must be open to new and better ways to guarantee these important values.

It is our duty to take a fresh look at America's workforce. Workers, employers, and unions must join hands in response to the workplace as it is, and prepare for the one just over the horizon. This premier issue of *XXI* is part of that fresh look and will hopefully serve as a catalyst to build a more rewarding and fulfilling workplace for all Americans.

Sincerely,

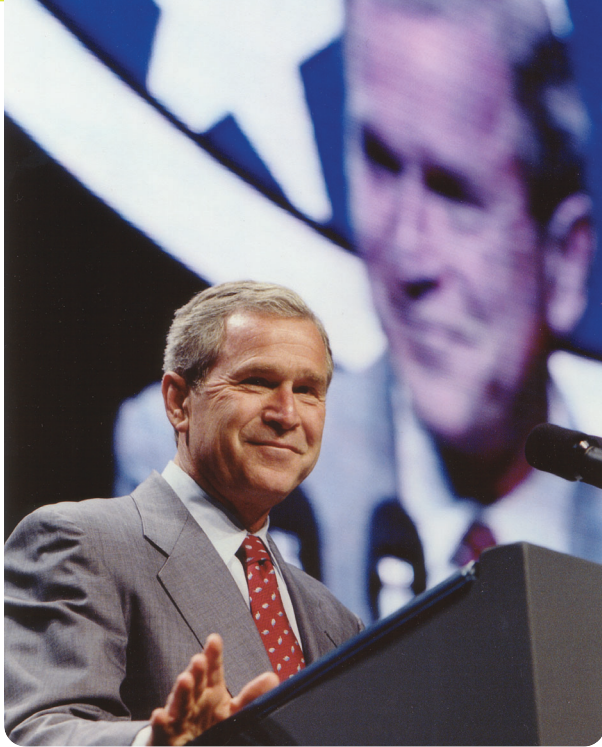
A handwritten signature in black ink that reads "Elaine L. Chao". The signature is written in a cursive, flowing style.

Elaine L. Chao





Source: White House photo by Eric Draper



Source: White House photo by Eric Draper

“At every turn, Federal policy must keep pace with changes in our workforce.”

President George W. Bush, Summit on the 21st Century Workforce, June 20, 2001

The Secretary of Labor is hereby directed to establish within the Department of Labor, the Office of the 21st Century Workforce. The Office shall provide a focal point for the identification and study of issues relating to the workforce of the United States and the development of strategies for effectively addressing such issues.

The Office of the 21st Century Workforce shall gather and disseminate information relating to workforce issues by conducting summits, conferences, field hearings, meetings, and other appropriate forums designed to encourage the participation of organizations and individuals interested in such issues, including business and labor organizations, academicians, employers, employees, and public officials at the local, State, and Federal levels.

Among the issues to be addressed by the Office of the 21st Century Workforce shall be the identification of the ways in which the Department of Labor may streamline and update the information and services made available to the workforce by the Department; eliminate duplicative or overlapping rules and regulations; and eliminate statutory and regulatory barriers to assisting the workforce in successfully adapting to the challenges of the 21st century.

George W. Bush
The White House
Executive Order
June 20, 2001



Source: Sam Hollenshead, Labor Research Associates

Message from James P. Hoffa

The working world in the 21st century already appears dramatically different than that which appeared 100 years ago. The tremendous acceleration of technology-based innovations has dramatically increased productivity. Advances in transportation and communications have effectively shrunk the size of the world and ushered in the global economy. Massive political shifts, in part the result of two devastating world wars and scores of smaller ones, have established democracy and free-market capitalism as the dominant ideologies of our time.

Yet today's worker still fights for many of the same objectives as a century ago — fair wages, workplace safety, adequate health care coverage, and a dignified retirement. The American Dream still promises that if you work hard and live right, you can raise and educate a family free from fear and poverty.

For nearly 100 years, the International Brotherhood of Teamsters has led the labor movement's struggle to fulfill that promise by achieving economic and social justice for America's working families. As the nation's largest private-sector trade union, we amplify the collective voice of our 1.4 million members into a powerful force that is influential far beyond our numbers.

To make life better for members and their families — and for all working families — the Teamsters organize the unorganized, make workers' voices heard in the corridors of power, negotiate contracts that make the American Dream a reality for millions, provide training opportunities to keep skills current, protect workers' health and safety, and fight to keep jobs in North America.

The Teamsters Union also forms alliances with community and religious groups and with government agencies to further the interests of American workers. For example, we have worked closely with the U.S. Department of Labor on a broad range of initiatives to create and enhance jobs, including:

- The President's Council on the 21st Century Workforce which seeks ways to improve worker training and close the skills gap in our rapidly changing economy;
- Comprehensive energy policy reform, to create tens of thousands of new jobs and to ensure that our nation has reliable domestic sources of energy; and
- Minority outreach efforts, to make sure that the composition of the labor movement is fully inclusive and reflects the rich and varied tapestry of the American workforce.

In the 21st century, we will continue our partnership with the U.S. Department of Labor, which is tasked with enforcing the laws and protecting the rights of all American workers. Our mission will remain unchanged: to serve as an effective agent for representing these workers' concerns.

James P. Hoffa
General President, International Brotherhood of Teamsters



CENTURY XXI



Source: U.S. Department of Labor

IT'S NOT YOUR PARENTS' WORKFORCE

It's no secret — today's workplace is not the one your parents knew — and the future will bring even more significant changes. *Employment Outlook, 2000-2010*, as recently published by the Department of Labor's Bureau of Labor Statistics (BLS) makes this clear. When projecting what will happen in the next 10 years, BLS looked at the job scene in the coming decade in two ways: percentage growth and numerical growth. Total employment is projected to increase by 22 million (to 167.8 million) jobs or 15.2 percent — slightly less than the 17 percent growth during the 1990s.

Most new jobs will arise in occupations requiring only work-related training (on-the-job training or work experience), even though these occupations are projected to grow more slowly. This reflects the fact

that these occupations accounted for about 7 out of 10 jobs in 2000.

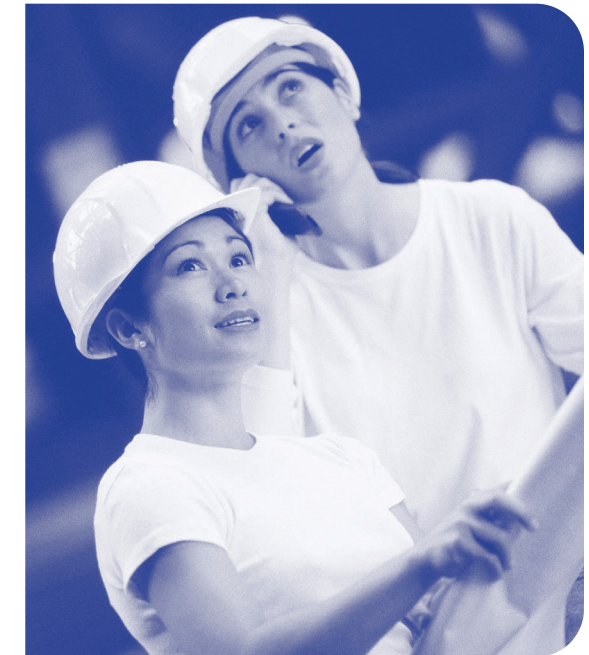
Of course, not all job openings depend on the amount of growth in an occupation. Some job openings result from the need to replace workers who enter other occupations or retire or leave the labor force permanently for other reasons. In many instances, the number of job openings resulting from replacement needs is greater than that of openings resulting from employment growth. Even occupations projected to decline provide some job openings.

The projections of employment for the first decade of the 21st century were completed before the tragic events of September 11, 2001, so the nature and severity of longer-term impacts remains unclear at this time.



Did you know?

AMONG MARRIED-COUPLE FAMILIES WHERE BOTH THE WIFE AND THE HUSBAND WORK, ABOUT ONE-FIFTH OF THE WIVES EARN MORE THAN THEIR HUSBANDS.



Source: U.S. Department of Labor

What is the best job? The answer here is, as always, problematical and a matter of personal inclination. The importance of factors such as the opportunity to help people, to express creativity, or to be physically mobile on the job varies from one person to another. Careers are built from a balanced blend of interest, aptitude, skill, and training.

But job projections are important, too, in terms of opportunity. With that in mind, Employment Outlook 2000-2010 focuses on occupations expected to have the largest number of new jobs and/or the fastest rate of growth. Because most people also consider earnings potential as an important job characteristic, BLS includes rankings for hourly earnings based on quartiles, using one-fourth of total employment to define each quartile. These are presented in four categories identified by dollar signs, with \$ indicating the range for the lowest quartile and \$\$\$\$ the range for the highest.

Which jobs are growing the fastest? (see graph)
The seven fastest growing occupations are computer-related. All of them have high or very high earnings. Most of the other projected fastest growing jobs among the top 30 are healthcare-related. The remainder are special education teachers (preschool, kindergarten and elementary school), fitness trainers and aerobics instructors, and social and human service assistants. Of the 30 fastest growing occupations, 21 generally require a postsecondary degree or other credential, com-

Computer software engineers, applications	\$\$\$\$	100
Computer support specialists	\$\$\$	97
Computer software engineers, systems software	\$\$\$\$	90
Network and computer systems administrators	\$\$\$\$	82
Network systems and data communications analysts	\$\$\$\$	77
Desktop publishers	\$\$\$	67
Database administrators	\$\$\$\$	66
Personal and home care aides	\$	62
Computer systems analysts	\$\$\$\$	60
Medical assistants	\$\$	57
Social and human service assistants	\$\$	54
Physician assistants	\$\$\$\$	53
Medical records and health information technicians	\$\$	49
Computer and information systems managers	\$\$\$\$	48
Home health aides	\$	47
Physical therapist aides	\$\$	46
Occupational therapist aides	\$\$	45
Physical therapist assistants	\$\$\$	45
Audiologists	\$\$\$\$	45
Fitness trainers and aerobics instructors	\$\$	40
Computer and information scientists, research	\$\$\$\$	40
Veterinary assistants and laboratory animal caretakers	\$	40
Occupational therapist assistants	\$\$\$	40
Veterinary technologists and technicians	\$\$	39
Speech-language pathologists	\$\$\$\$	39
Mental health and substance abuse social workers	\$\$\$	39
Dental assistants	\$\$\$	37
Dental hygienists	\$\$\$\$	37
Special education teachers, preschool, kindergarten, and elementary school	\$\$\$\$	37
Pharmacy technicians	\$\$	35
Total, all occupations		15

The quartile rankings of Occupational Employment Statistics annual earnings data are presented in the following categories:

\$\$\$\$ = very high (\$39,700 and over), \$\$\$ = high (\$25,760 to \$39,660), \$\$ = low (\$18,500 to \$25,760), and \$ = very low (up to \$18,490).

The rankings were based on quartiles using one-fourth of total employment to define each quartile. Earnings are for wage and salary workers.

Combined food preparation and serving workers, including fast food	\$	673
Customer service representatives	\$\$	631
Registered nurses	\$\$\$\$	561
Retail salespersons	\$	510
Computer support specialists	\$\$\$	490
Cashiers, except gaming	\$	474
Office clerks, general	\$\$	430
Security guards	\$	391
Computer software engineers, applications	\$\$\$\$	380
Waiters and waitresses	\$	364
General and operations managers	\$\$\$\$	363
Truckdrivers, heavy and tractor trailer	\$\$\$	346
Nursing aides, orderlies, and attendants	\$\$	323
Janitors and cleaners, except maids and housekeeping cleaners	\$	317
Postsecondary teachers	\$\$\$\$	315
Teacher assistants	\$	301
Home health aides	\$	291
Laborers and freight, stock, and material movers, hand	\$	289
Computer software engineers, systems software	\$\$\$\$	284
Landscaping and groundskeeping workers	\$\$	260
Personal and home care aides	\$	258
Computer systems analysts	\$\$\$\$	258
Receptionists and information clerks	\$\$	256
Truck drivers, light or delivery services	\$\$	215
Packers and packagers, hand	\$	210
Elementary school teachers, except special education	\$\$\$\$	202
Medical assistants	\$\$	187
Network and computer systems administrators	\$\$\$\$	187
Secondary school teachers, except special and vocational education	\$\$\$\$	187
Accountants and auditors	\$\$\$\$	181

pared with 11 of those with the largest numerical job growth and two of those with the largest numerical declines.

The increasing demand for computer-related occupations reflects the rapid advances in computer technology and the continuing development of new computer applications, including the Internet. Overall, the demand for computer specialists is projected to grow 68.6 percent, and that for computer and information systems managers anticipates growth of 47.9 percent through 2010.

Where are most of the new jobs? (see graph)

Occupations expected to have the most new jobs are diverse. There will be opportunities in occupations with a variety of job settings, training and education requirements, and earnings from very low to very high. These 30 occupations are from a much broader range of occupational groups than are the 30 fastest growing, and more than half are in the bottom half of the wage scale. Twenty on the list had employment of at least 1 million in 2000. Of the 10 that had employment of less than a million, all (except accountants and landscaping and groundskeeping workers) have projected growth at least three times as fast as the 15.2 percent average for all occupations. Five are computer-related occupations. The largest is computer support specialists, with year 2000 employment of 505,000.

Six occupations here, all with employment of 1.5 million or more, are projected to grow more slowly than 15.2 percent.

Registered nurses and nursing aides, orderlies, and attendants — by far the two largest health-related occupations in 2000 — are projected to have more numerical growth than any other health-related occupations. Home health aides, medical assistants and personal and home care aides — all among the 30 fastest growing — are also on this list.

Postsecondary teachers, teacher assistants, elementary school teachers (except special education), and secondary school teachers (except special and vocational education) are all projected to have large numbers of job openings. Elementary school teachers (except special education) is the only category with below average employment growth.

The two food service occupations — combined food preparation and service workers, including fast food and waiters and waitresses — have large employment numbers and faster than average growth rates. General and operations managers should grow at about the same rate as the total for all occupations, while security guards are projected to grow 35.2 percent — making it the fastest growing occupation of the 30 on this list that is not computer- or health-related.

Where The Jobs Aren't (*see graph*) And what occupations are projected to decline? Occupational employment declines usually are caused by technology (thus reducing the need for labor), or a transfer of duties to different occupations. The occupations

expected to have the largest declines include farmers and ranchers and administrative support occupations. Although declining employment often results in unfavorable prospects or limited opportunity, some openings may occur if the number of people leaving these occupations is greater than the overall decline in jobs.

The use of computer technology is expected to reduce demand for word processors and typists, tellers, loan interviewers and clerks, secretaries (except legal, medical and executive), switchboard operators (including answering services), and other office and administrative support occupations. Farmers and ranchers, dishwashers, railroad brake, signal and switch operators, and utility meter readers will also decline as a result of improved technology, while farmers and ranchers face the additional challenge of industry consolidation.

Back to the Future Preparing for tomorrow's workplace involves more than knowing what to expect. Acting on that knowledge — obtaining the education, skills, training and occupational information for career planning — will be even more critical to success in the workforce of the future than it has been in the past. Among the resources available to meet this challenge is the just-published 2002-03 Occupational Outlook Handbook, which contains detailed information on hundreds of occupations, covering nearly 90 percent of the jobs in the economy. It is available online at www.bls.gov/oco. The Occupational



Source: U.S. Department of Labor

Farmers and ranchers	673
Order clerks	631
Tellers	561
Insurance claims and policy processing clerks	510
Word processors and typists	490
Sewing machine operators	474
Dishwashers	430
Switchboard operators, including answering service	391
Loan interviewers and clerks	380
Computer operators	364
Dining room and cafeteria attendants and bartender helpers	363
Electrical and electronic equipment assemblers	346
Machine feeders and offbearers	323
Telephone operators	317
Secretaries, except legal, medical, and executive	315
Prepress technicians and workers	301
Office machine operators, except computer	291
Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	289
Postal Service mail sorters, processors, and processing machine operators	284
Railroad brake, signal, and switch operators	260
Wholesale and retail buyers, except farm products	258
Meter readers, utilities	258
Butchers and meat cutters	256
Parts salespersons	215
Inspectors, testers, sorters, samplers, and weighers	210
Eligibility interviewers, government programs	202
Door-to-door sales workers, news and street vendors, and related workers	187
Procurement clerks	187
Railroad conductors and yardmasters	187
Barbers	181

Outlook Quarterly also is available online at www.bls.gov/opub/ooq/ooqhome.htm. For other employment, occupational, and related information from the Department of Labor's Bureau of Labor Statistics, visit www.bls.gov. ■



Did you know?

THE BABY-BOOM GENERATION WAS BORN FROM 1946 TO 1964, SO THE OLDEST BABY BOOMERS TURN 56 THIS YEAR.

RISING TO THE OCCASION: THE DEPARTMENT OF LABOR GOES TO WAR

“What we have learned yet again since September 11 is just how great a country America really is. We have seen it in the heroism of the firefighters and the police officers. We have seen it in the overflowing generosity of American citizens to volunteer relief agencies. And we have seen it in the rapid coordinated response of our government at every level. Over the years, our government has created a strong safety net for families at risk, and today the Department of Labor is making sure that this net is catching as many of those who need help as possible.”

— U.S. SECRETARY OF LABOR ELAINE L. CHAO

The Department of Labor responded immediately to the September 11 terrorist attacks at the World Trade Center and the Pentagon with a package of programs and services to meet immediate needs and promote economic recovery.

Major outreach programs include:

Unemployment Insurance: First in the line of defense for America’s workforce in the 21st century — and long before — is unemployment insurance, the federal-state partnership providing temporary income to laid-off workers in order to alleviate personal hardship. Unemployed workers are entitled to benefits if they meet state qualifying and eligibility requirements. A fact sheet on unemployment insurance is available from the Department of Labor at www.dol.gov.

Disaster Unemployment Assistance: In areas of New York City and Arlington County, Virginia where President Bush has declared a federal disaster, disaster unemployment assistance (DUA) provides financial assistance to individuals whose employment or self-employment has been lost or interrupted as a direct result of the events of September 11. Individuals are eligible for DUA only if they are not able to access regular unemployment insurance. This includes those who have become the breadwinner for a family because the head of household died.

Rapid Reemployment Services: Because the long-term solution to a household’s immediate economic challenge is reconnection to the labor force, Rapid Reemployment Services are provided



Source: Shawn Moore, U.S. Department of Labor

through One-Stop Career Centers, where all citizens can access services tailored to their individual needs. This includes employment and job training services, local labor market information, career planning and guidance, and supportive services such as child care assistance.

America's Career Kit: While the One-Stop Career Centers provide the physical infrastructure, *America's Career Kit* provides the technological infrastructure. Through *America's Career Kit*, electronic tools are available to assist workers with finding a job, utilizing available training opportunities or conducting career planning. There is no cost to businesses or workers who use this service, which is available at www.eworkforce.org/careerkit/.

Veterans, National Guard & Reservists: The Department of Labor's Veterans' Employment and Training Service (VETS) has information for veterans, National Guard or Reservists who may be activated for military service. National Guard and Reserve members called to active duty, and their civilian employers, have certain rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA). This Act is administered and enforced by VETS, which has issued a fact sheet and an interactive computer program, the *USERRA Advisor*, addressing the rights and responsibilities of individuals and their employers under the law. Also, the Pension and Welfare Benefits Administration (PWBA) has information on pension and health benefits for National Guard and Reservists called to active duty.

World Trade Center Relief Workers: The Occupational Health & Safety Administration (OSHA) is helping to ensure that the World Trade Center site is safe for those involved in the recovery effort and those who work or live in the area. OSHA is pitching in to assist with worker safety measures and working with the Environmental Protection Agency on asbestos tests and air quality monitoring, as well as offering advice about personal protective equipment and issuing thousands of respirators to search and rescue workers in New York City. "Terrorists have made 'ground zero' one of the most hazardous workplaces in America. To lose any more lives at the World Trade Center site would compound a tragedy. We are determined not to let that happen," said Secretary of Labor Elaine L. Chao. "The workers at ground zero who are reclaiming

the site deserve the best protection we can offer, and that is what we are going to give them."

Mine Safety and Health Administration: MSHA offered rescue teams and equipment, mobile command centers, and seismic detection devices to the Federal Emergency Management Agency (FEMA) for use in locating survivors of disasters similar to those occurring on September 11. MSHA stands ready to contribute rescue and recovery assistance when called upon.

People With Disabilities: The Presidential Task Force on Employing Adults with Disabilities has compiled disaster-related information targeted to people with disabilities on their DisabilityDirect Web site at www.disability.gov. The Employment Training Administration (ETA) has also announced approximately \$6 million in competitive grants

TOLL FREE NUMBERS TO CALL FOR QUESTIONS REGARDING:

- | | |
|---|-----------------|
| ★ Job Loss, Layoffs, Business Closures, Unemployment Benefits and Job Training: | 1-877-US-2JOBS |
| ★ Reemployment Rights for Veterans, National Guard or Reservists: | 1-866-4-USA-DOL |
| ★ Loss of Pension and Health Benefits or Health Care Portability: | 1-866-4-USA-DOL |
| ★ Injuries and Fatalities: | 1-866-999-3322 |
| ★ Pay, Overtime and Family Medical Leave: | 1-866-4-US-WAGE |
| ★ Workplace Safety and Health: | 1-866-4-USA-DOL |
| ★ Other Department of Labor Questions: | 1-866-4-USA-DOL |
| ★ TTY Number for all Department of Labor Questions: | 1-877-889-5627 |



Source: Sean Redmond, U.S. Department of Labor

funds for multistate employment and training projects serving people with disabilities. This skill-training grant program targets projects that provide multi-site training and other employment services to individuals with disabilities that result in long-term, unsubsidized employment. Call (202) 693-4939 for further information.

Pension Plans and Health Care Coverage: The Pension and Welfare Benefits Administration is offering filing extensions for plan administrators, employers, and others affected by the disaster, as well as general guidance on compliance with the Employment Retirement Income Security Act regarding employee benefit plans impacted by the terrorist attacks. Workers and employer/plan sponsors with questions about pension or health benefits may contact the nearest PWBA regional office by telephone or mail, or submit questions electronically at www.dol.gov/dol/pwba/.

Federal Employees: Federal civilian employees injured while on duty during the World Trade Center/Pentagon attacks or subsequent rescue

operations are covered by the Federal Employees' Compensation Act. Surviving spouses of federal employees and dependent children are also entitled to benefits, as are rescue workers who have been deputized by the Federal Emergency Management Administration. For questions about claims relating to the September 11 tragedies, see the Employment Standards Administration's

Office of Workers' Compensation Programs online at www.dol.gov/dol/esa or call (202) 693-0040 for assistance.

Of course, the Department of Labor is coordinating its efforts with many other government programs at all levels. www.FirstGov.gov, the official U.S. government portal to 47 million pages of information, services, and online transactions, has recently compiled *America Responds to Terrorism*. This site includes links to a wide variety of federal resources responding to the aftermath of September 11. The list is updated frequently. Check it out. ■

OSHA ADVICE ON EMERGENCY EVACUATIONS

No one expects an emergency or disaster, especially one that affects them, their employees, and their business directly. Yet workplace emergencies — such as explosions, fires, floods, tornadoes, chemical spills, toxic gas releases, or even terrorist attacks like those at the World Trade Center and Pentagon — can strike anyone, anytime and anywhere. Businesses may find themselves forced to evacuate when they least expect it, so it's smart to have a plan. According to OSHA, an effective plan contains the following elements:

- ★ Determine how to alert employees to an emergency;
- ★ Identify who is in charge during an emergency;
- ★ Specify evacuation policy and procedures;
- ★ Establish evacuation routes and exits; and
- ★ Designate an assembly area and procedures to account for all employees following an evacuation.

- A newly released OSHA brochure, *How to Plan for Workplace Emergencies and Evacuation*, helps employers anticipate and plan for workplace emergencies. The brochure is available on the OSHA website at www.osha.gov. For more information about OSHA standards and emergency action plans, contact your local OSHA area office or visit the agency website.

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Finding jobs and training may not be easy, but it is more convenient than ever. Here's how you can find your place in the workforce of the future.

In Step WITH



One stop

REACHING OUT TO EMPLOYMENT FRONTLINES

In the past, a common frustration among job seekers was the difficulty of finding quality information on available employment and training programs — and having to go from one place to another to do it. The Department of Labor and the states have found the solution — the One-Stop Career Center. The Department of Labor's Employment and Training Administration (ETA) funds the planning and implementation of One-Stop Career Centers in all 50 states, combining employment and training services in one central location for the benefit of job seekers and businesses.

While each state's One-Stop Career Center system is designed in conjunction with local communities to best meet their particular needs, the following four principles are key to every one-stop center:

- **Universality** — All customers have access to job placement and employment development services, including initial assessment of skills and abilities, self-help information relating to career exploration and skill requirements of various occupations, consumer report information on the performance of local education and training providers, and quality labor market information.
- **Customer Choice** — Giving customers choices is critical to a One-Stop Career Center. Employers and job seekers have choices as to where and how they obtain information and services and have access to the information they need to make informed choices among the options.
- **Integration** — One-Stop Career Centers consolidate public employment, training and education programs, and offer them to the cus-

tomers through an easy-to-use system without multiple registration.

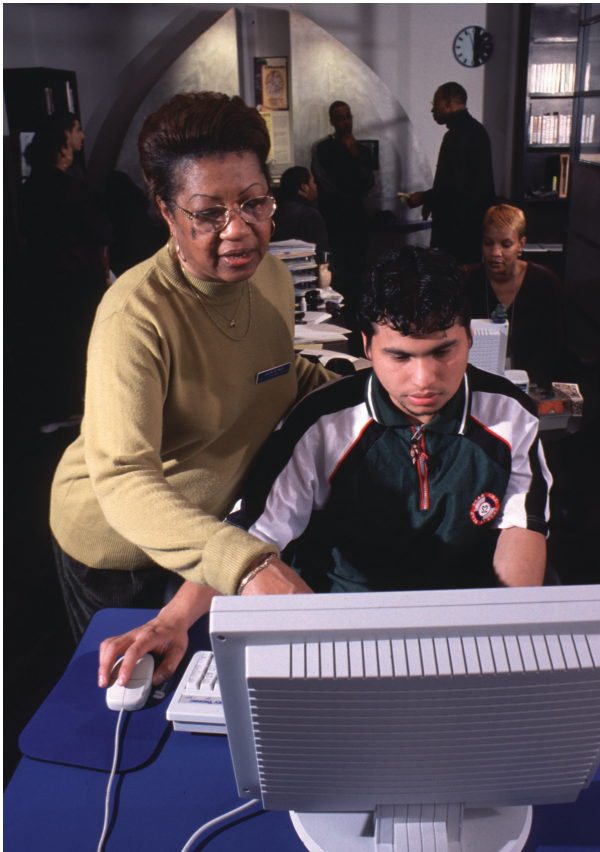
- **Performance-Driven/Outcome-Based Measures** — To ensure customer satisfaction, One-Stop Career Centers have clear and measurable performance goals, and consequences for failure to achieve them.

One-Stop Career Centers have a proven record of helping workers find jobs and helping employers find qualified employees. In essence, these Centers broker the labor exchange. But they do a lot more, and they help everyone: students, college graduates, downsized professionals, displaced workers, career changers, people moving from welfare to work, veterans, and workers with disabilities. People can apply for unemployment benefits, register for job openings, obtain free job search assistance of countless kinds, find out about



Did you know?

HIGH SCHOOL GRADUATES ARE MORE LIKELY TO GO ON TO COLLEGE TODAY THAN IN THE PAST. SIXTY-THREE PERCENT OF THE YEAR 2000 HIGH SCHOOL GRADUATES HAD ENROLLED IN COLLEGE BY THE FOLLOWING FALL, UP FROM 52 PERCENT OF THE CLASS OF 1970.



job training programs, learn about special programs for veterans and more.

While the one-stop idea seems simple — put all employment and training services in one place to make them easy to use — further exploration shows that the one-stop concept is actually a complex system where information is key. This information system has four parts:

- **America's Job Bank (AJB)** offers users the ability to post their resumes online, utilize a job scout feature, and integrate with labor market information found in America's Career InfoNet. For employers, it provides an easily accessible pool of candidates. The job openings and resumes found here are available on Internet-accessible systems in public libraries, colleges and universities, high schools, shopping malls, and military bases. Check it out at www.ajb.org. As an added benefit, AJB and *Monster.com* have formed a partnership to enhance the availability of labor market information and resources, and open up even more possibilities for job hunters. Other interested parties are invited to join this partnership.

- **America's Service Locator** provides customers with an easy way to find the nearest One-Stop Career Center. The user simply enters his or her zip code and describes the service sought or picks from a preestablished list of common services. Check it out at www.servicelocator.org.
- **America's Career InfoNet** helps people make informed career decisions. Users learn about typical wages and projected employment trends across various industries and job sectors, as well as an online library that catalogs over 4,200 career resources found on the Internet. Check it out at www.acinet.org.
- **O*NET**, the Occupational Information Network, is a powerful, up-to-date database to help people access information about today's occupations. With descriptions of the work requirements, the kinds of tasks to be performed, and the context of the workplace, O*NET users can easily understand what skills are needed in their current job, how existing skills transfer to new jobs, and what skills are required to make the transition. Check it out at www.onetcenter.org.

Source: U.S. Department of Labor

“Helping workers in crisis is what the Department of Labor does. Getting them back to work is our job. And before anyone even started talking about how to help dislocated workers, the Department of Labor was already on the job overseeing a national network of One-Stop Career Centers where unemployed workers can register for benefits, find out who is hiring and even learn how to start their own businesses.”

— U.S. SECRETARY OF LABOR ELAINE L. CHAO



Source: U.S. Department of Labor

ETA provides easy links to all these sites, as well as additional information on labor markets, training programs, apprenticeship opportunities and other valuable services for job seekers and students. Just set your browser to www.doleta.gov.

Still, it’s not all high-tech. One-Stop Career Centers temper their technology with human concern, even though staff size is always limited, with Centers offering different levels of personal service according to the needs of the customer. Because of the way one-stops combine programs, the staff may work for a variety of public and private entities, including nonprofit or for-profit organizations. Despite the mix of employers, one-stop staff coordinate their efforts. This frees customers from having to wrangle with multiple agencies, each with its own set of forms to fill out. Customers need not care who employs the person helping them at a One-Stop Career Center. This “no wrong door” approach helps all customers access a wide variety of services through whatever agency they initiate a request. Only the help itself matters.


The bottom line is: One-Stop Career Centers provide an integrated array of high-quality services



Did you know?

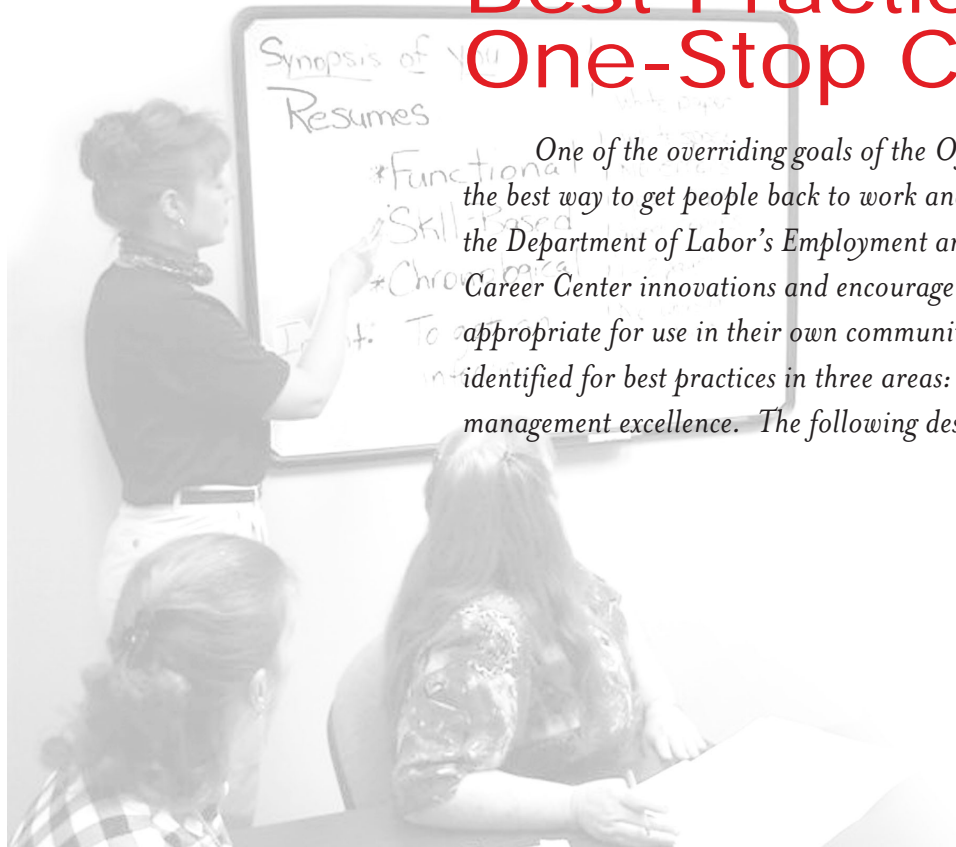
HALF OF ALL PERSONS AGE 35-54 PARTICIPATE IN ADULT EDUCATION, THE MAJORITY IN CAREER- OR JOB-RELATED COURSES.

so that workers, job seekers and businesses can find the services they need under one roof in easy-to-reach locations. The names may differ — One-Stop Center, One-Stop Career Center, Workforce Development Center, Employment Services Center or Job Services Center — but the mission is the same: to provide prompt, courteous and customer-focused service, with a human face.

For further information, check out the One-Stop Career Center in your community by visiting www.usworkforce.org/onestop or call the Department of Labor’s toll-free number, 1-877-US2JOBS. 

Hit Parade

Best Practices In America's One-Stop Career Centers



One of the overriding goals of the Office of the 21st Century Workforce is to spread the word about the best way to get people back to work and prepare them for the jobs of the future. With that in mind, the Department of Labor's Employment and Training Administration has worked to recognize One-Stop Career Center innovations and encourage others in the One-Stop System to adapt these practices as appropriate for use in their own communities. Twenty-eight One-Stop Career Centers nationwide were identified for best practices in three areas: service to job seekers, service to employers, and design and management excellence. The following describes one Center recognized in each category.

Source: U.S. Department of Labor

**BEST PRACTICE
IN SERVICE TO JOB SEEKERS:**

Northeast One-Stop Career Center
Portland, Oregon

The Northeast One-Stop Career Center was cited for its *Job Link Retention Project* offering newly working customers emergency services to help them stay on the job. The Project was established because staff consistently reported seeing the same people return to the Center again and again, having lost jobs due to poor work habits and absenteeism.

The centerpiece of the Project is a "Job Link Hotline" designed to overcome immediate barriers in getting to work, such as car trouble, lack of transportation or child care, illness, and other personal problems. Clients receive a wallet card with an identification number valid for six months, including an 800 number to access the crisis hotline from any location. Callers receive technical assistance, resource referrals, encouragement, and in some cases immediate action to remove the particular employment barrier. For instance, the Center will:

- call a towing company for emergency car service;
- dispatch a taxi or arrange bus passes to transport an employee to work;
- provide temporary child care services;
- refer clients to a one-stop counselor immediately (by pager) for help with illness, family or legal problems, and contact employers to make appropriate accommodations.

Source: U.S. Department of Labor



Did you know?

ABOUT ONE EMPLOYED PERSON IN EVERY 20 WORKS MORE THAN ONE JOB.

Source: U.S. Department of Labor



BEST PRACTICE IN SERVICE TO EMPLOYERS:

Career Resources, Inc.
Louisville, Kentucky

Career Resources operates four One-Stop "Solution Centers" in the Louisville area, all of which have launched a Business Service Division providing a full range of services, both free and fee-based, to employers, including:

- posting job openings from employers and referring interested applicants via a Career Resources website and at the One-Stop Solution Centers. The Center reports a 77 percent increase in business clients and an 87 percent increase in job listings;
- prescreening resumes or applications against job requirements, as well as telephone screening, and coordinating other preemployment checks and testing;
- providing employers with resumes in up to 17 categories twice a month for agreed distribution periods up to one year; and
- conducting training workshops for employers on topics such as effective interview techniques, diversity awareness, sexual harassment, employment law, manager/supervisor skills, team leadership, and establishing performance management systems.

BEST PRACTICE IN ONE-STOP DESIGN AND MANAGEMENT:

Kenosha County Job Center
Kenosha, Wisconsin

The Kenosha County Job Center’s motto is *Expect Success*. It was cited for organizational excellence in service to clients in a customer-focused, convenient, and integrated way. The Center’s single location, occupying space within a former shopping mall, truly functions as a one-stop shop with the following outstanding components:

- **Information Point** provides a common reception area, information services, and waiting room.
- **Employment Central**, the “hub” for services to the job seeker and business community, offers a full range of self-service and staff-assisted resources and workshops.
- **Specialized Services** encompasses interagency teams assisting customers with unemployment benefits, food stamps and medical help.
- **A Child’s Place** provides drop-in child care services for parents using Center resources. Half-day Head Start programs are also offered here, as is full-day on-site child care for those recently returned to work.



Source: U.S. Department of Labor



Did you know?

KIDS START WORKING EARLY. HALF OF 12-YEAR-OLDS HAVE SOME WORK EXPERIENCE, PRIMARILY YARD WORK OR BABY SITTING. NEARLY FOUR OUT OF TEN 15-YEAR-OLDS HOLD A JOB WITH A REGULAR EMPLOYER SOMETIME DURING THE YEAR, MOSTLY IN SERVICE, SALES, OR LABORER JOBS.

- **Training and Education Services** provide an adult learning lab and computer skills learning lab on-site run by Gateway Technical College. In the labs, customers upgrade basic skills, receive GED/high school equivalency instruction, and learn basic computer applications.
- **The Employer Relations Team** provides employers with a single point of access to a wide range of services regarding recruitment, Internet resources, publications, and labor market information.

Certainly, these and the other One-Stop Career Centers are worthy of recognition for best practices in delivering services to put people to work and keep them there. Although each is unique and tailored to local circumstances, one underlying principle is common to all: Successful One-Stop Career Centers recognize the value of partnerships — with other service agencies, job seekers, employers and the community served.

The bottom line is, when you walk in the door of a One-Stop Career Center, it should be clear that those in need have entered a place where they may truly succeed in their search for the right employee, the right employer, and the right career. ■

Minimizing Exposure

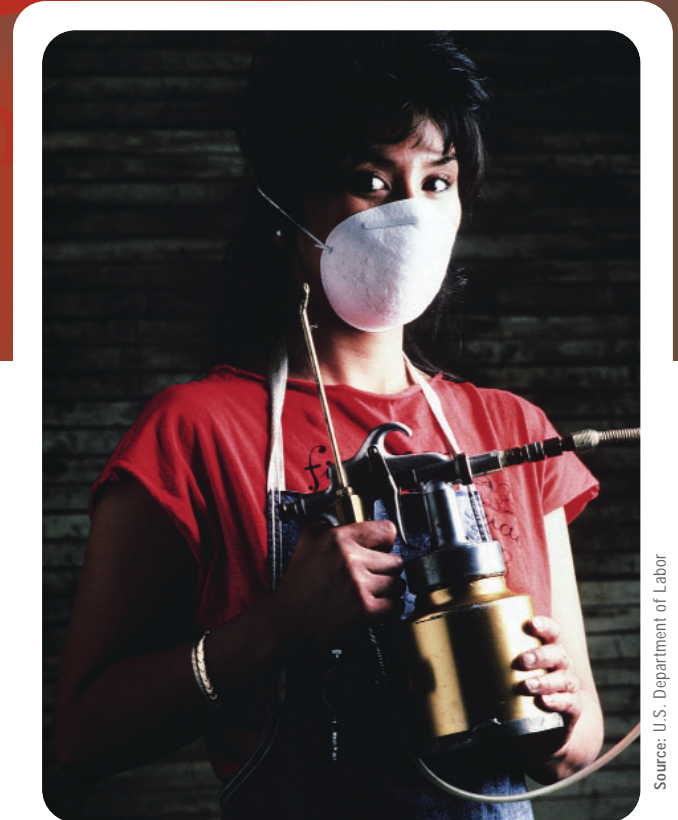
OSHA

Bioterrorism

Protective Equipment

Brave New World

Keeping Workers Safe In The Age of Anthrax



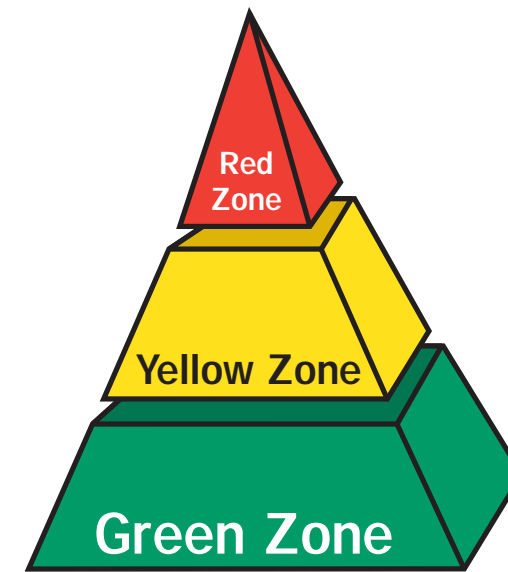
Source: U.S. Department of Labor

Everyone saw the headlines — news that made the chilling prospect of bioterrorism all too real in workplaces across America. As we all know, in October, 2001 four workers died from inhalation anthrax and an additional 13 developed cutaneous or inhalational disease as a result of intentional terrorist activity. In most cases, the disease was linked to unexpected workplace exposure to anthrax spores contained in letters in the mail. Fortunately, the number of workplaces contaminated with the spores has been quite limited. Nevertheless, employers and workers are concerned about possible exposure to bacillus anthracis in the workplace.

In response, the Department of Labor’s Occupational Safety & Health Administration (OSHA) unveiled the “anthrax matrix” to assist employers and employees in dealing with possible workplace exposure to anthrax. The matrix suggests protective measures that OSHA believes reduce the risk of exposure. It is designed to guide employers in assessing risk to their workers, providing appropriate protective equipment, and specifying safe work practices for various risk levels

in the workplace. “Most employers and employees face little or no risk of exposure to anthrax and need only minimal precautions,” said Labor Secretary Elaine L. Chao. “But some may have to deal with potential or known exposures, and we want to make sure they have all the information they need to protect their workers.”

The anthrax matrix (*see graphic*) is a pyramid in three colored sections representing low-, medium-, and high-risk exposure. The **red zone** represents workplaces where authorities have informed workers that contamination with anthrax spores has been confirmed or is strongly suspected. The **yellow zone** represents workplaces where contamination with anthrax spores is possible. The **green zone** denotes workplaces where contamination with anthrax spores is unlikely. The zones are shown in the shape of a pyramid to represent how the risk appears to be distributed. Based on information currently available, contamination with anthrax spores and exposures to the bacterium are unlikely in the vast majority of American workplaces, represented by the green zone.



Anthrax Matrix

Response

Establishing Procedures

Minimizing Exposure

Protective Equipment

OSHA

The matrix is on OSHA's website at www.osha.gov (also on XXI CD). Each section links to useful information and practical guidance to help determine an appropriate response.

Employers should consider the factors listed and use knowledge of their own workplace, together with current information about the anthrax threat from law enforcement organizations and public health departments, to determine the zone that best describes their workplace. After that determination is made, employers are encouraged to click on that zone on the pyramid to see OSHA's recommendations for work practices and precautions that reduce the risk of and/or worker concern about anthrax exposure in the workplace.

Watch the Mail As to specific recommendations regarding mailhandling procedures, OSHA advises workers to exercise good judgment and caution when handling mail and adopt the following precautionary measures:

- Be on the lookout for suspicious letters and packages, including packages or envelopes of unusual weight or size, packages or envelopes with a handwritten address and/or no return address, and packages or envelopes with excessive postage;
- Open packages/envelopes with a minimum amount of movement and always use a letter opener or method that is least likely to disturb the contents;
- Do not blow into envelopes;
- Do not shake or pour out the contents;
- Keep hands away from nose and mouth when opening mail;
- Turn off fans, portable heaters and other equipment that may create air currents; and
- Always wash hands after handling mail.

OSHA also recommends that if employers or employees choose to use protective equipment such as gloves, it is important they take necessary steps to make sure these items are handled and used properly.

"The OSHA information is easy to access and understand," said Secretary Chao. "We are providing needed guidance, not creating new requirements. The world has changed since September 11. Threats to our national security now can clearly involve the workplace."

Information on anthrax and other terrorism threats will be updated as new guidance becomes available. ■

“It is not only important to give people with disabilities training and access to assistive technology, but also the ability to become more active citizens in their communities.”

– U.S. SECRETARY OF LABOR ELAINE L. CHAO

Source: U.S. Department of Labor

New Freedom and No Limits for Americans with Disabilities

Far too many Americans with disabilities who are willing and ready to work are unemployed. To address this problem, President Bush launched the New Freedom Initiative to help Americans with disabilities buy homes and computers, receive special needs education, choose their own support services, and maintain health benefits when they return to work.

The bottom line is to help disabled Americans enter the workforce and enjoy better access to the institutions of daily life that the rest of us take for granted.

A good idea needs a good organization to make it happen. In late 2000, Congress approved creation of the Office of Disability Employment Policy (ODEP) at the Department of Labor. This new agency is bringing a heightened and long-term focus to the need for greater employment of people with disabilities through the development of policy, technical assistance and best practices, as well as outreach, education, constituent services and promoting the ODEP mission among employers. President Bush's 2002 request substantially increases funds for the office, and the congressionally-approved resources will enable ODEP to make the goals of the New Freedom Initiative a reality.

The track record so far is impressive. In the past year, ODEP inaugurated grants for One-Stop Career Centers and Workforce Investment Act youth programs. The programs will now be more accessible to people with disabilities, use assistive technology, provide appropriate staff training, and implement best practices which give people with disabilities more of the services they need to join the economic mainstream.



Source: White House photo by Eric Draper

ODEP also supports a number of major long-standing projects that serve the disability and employer communities:

- **The Business Leadership Network** — In partnership with the U.S. Chamber of Commerce, this national program is led by employers in concert with state governor's committees and/or other community agencies. It is designed to encourage companies to hire qualified job candidates with disabilities. It offers employers access to an often overlooked domestic pool of applicants with disabilities. It provides information on pertinent disability employment issues, networks

of companies, an opportunity to provide training and work experience for job seekers, and recognition for best disability employment practices.

- **The Job Accommodation Network (JAN)** — This is a toll-free information and referral service for job accommodations for people with disabilities. It also offers resources for technical assistance, funding, and education for employment of people with disabilities. JAN also analyzes trends and statistical data related to the technical assistance it provides. JAN can be reached by phone at 1-800-526-7234 or 1-800-ADA-WORK (1-800-232-9675) or online at www.jan.wvu.edu/english/homeus.htm;

- **The Employer Assistance Referral Network (EARN)** — EARN is a national toll-free telephone and electronic information referral service. It became available to the public in March, 2001 and helps employers recruit qualified workers with disabilities. EARN also provides technical assistance on general disability employment-related issues and can be reached at 1-866-EARN NOW (327-6669) or online at www.earnworks.com.



Source: U.S. Department of Labor

ODEP is also working hard to bring youth with disabilities into the 21st century workforce. The High School/High Tech Program gives students with disabilities opportunity to explore exciting careers in science, mathematics, and technology. As coordinated by ODEP and the U.S. Department of Defense, the Workforce Recruitment Program offers summer work experience for college students with disabilities. In some cases, the students move to full-time careers afterwards. Youth Leadership Forums are also held to help states develop youth leadership training for high school students with disabilities. This program has had great success in California and ODEP hopes to replicate it in all 50 states.

Looking ahead, 2002 will bring greater program outreach to the employment of people with disabilities. "DisAbilityDirect," the Department of Labor's premier information web site highlighting services and information for people with disabilities from across the Federal government, is available at www.disabilitydirect.gov. Also on deck this year is expansion of ODEP's adult and youth

grants programs, as well as a new initiative to promote telecommuting from home. Finally, ODEP will convene two new advisory groups: the Youth Advisory Council and the President's Disability Employment Partnership Board.

The Office of Disability Employment Policy is taking the reins of leadership for the New Freedom Initiative. As President Bush has challenged us, "One of the great advances in our time is that persons with disabilities have been more welcomed in the workplace. But there is still more to do. We must speed up the day when the last barrier has been removed to full and independent lives for every American, with or without disability." ■



Did you know?

MANY DISABLED PEOPLE WORK. AMONG THOSE WHOSE DISABILITIES WERE CLASSIFIED AS NOT SEVERE, 82 PERCENT OF THOSE AGE 21-64 WERE WORKING IN 1997, ALMOST EQUAL TO THOSE WITHOUT DISABILITIES. AMONG THE SEVERELY DISABLED, 31 PERCENT WERE EMPLOYED.

RALLYING THE ARMIES OF COMPASSION



THE UNITED STATES HAS A LONG AND HONORABLE COMMITMENT TO ASSISTING INDIVIDUALS, FAMILIES, AND COMMUNITIES WHO HAVE NOT FULLY SHARED IN AMERICA'S PROSPERITY. YET DESPITE A MULTITUDE OF FEDERAL AND STATE GOVERNMENT PROGRAMS TO BATTLE SOCIAL DISTRESS, TOO MANY STILL SUFFER POVERTY AND DESPAIR. IT IS CLEARLY TIME TO HARNESS THE ADDITIONAL RESOURCES OF FAITH- AND COMMUNITY-BASED ORGANIZATIONS TO BETTER SERVE THOSE IN NEED IN THEIR OWN COMMUNITIES.



Source: U.S. Department of Labor

On January 29, 2001, President Bush signed an executive order creating the White House Office of Faith-Based and Community Initiatives and the Centers for Faith-Based and Community Initiatives in the Departments of Labor, Health &

Human Services, Housing & Urban Development, Justice and Education. Each Center is mandated to ensure that Federal government policies and programs support, not hinder, community-serving groups both secular and religious, and identify

barriers to the participation of these organizations in federal social service programs.

The Department of Labor (DOL), along with the other five Cabinet offices for Faith-Based and Community Initiatives (FBCI), issued a report in

August, 2001 outlining the funding gap between the government and the grassroots, highlighting barriers that faith-based and community organizations face in obtaining federal support for their work, and clearly revealing how much must be done to mobilize what the president has called the “armies of compassion.” The DOL FBCI report made five major recommendations:

- create a level playing field for grants, recognizing that Federal grant experience and grant size often affect the ability of faith- and community-based organizations to submit a successful grant application;
- increase understanding among Federal officials of the role and function of these groups and their role in promoting the mission of Federal government programs;
- establish a comprehensive database of faith-based and community organizations offering training, job readiness and support services to ensure that they have accurate information about the availability of Federal assistance and their ability to participate;
- improve outreach to state and local governments so they are educated about the goals of the Initiative and encouraged to pursue partnering

“*The indispensable and transforming work of faith-based and other charitable service groups must be encouraged. Government cannot be replaced by charities, but it can and should welcome them as partners. Government must support our quiet heroes who are lifting lives and healing neighborhoods one heart and one act of kindness at a time.*”

— PRESIDENT GEORGE W. BUSH



Source: U.S. Department of Labor

opportunities with faith- and community-based groups when allocating grants; and

- recognize that the Department of Labor’s connection to America’s workers and businesses uniquely positions it to mobilize private resources, in addition to public funds, to help faith- and community-based organizations serve people in need in their local communities.

The DOL FBCI is focused on expanding relationships between DOL and faith-based and community-based groups. A cooperative agreement was recently reached between the Job Corps and Public/Private Ventures to create linkages between P/PVs faith-based intervention program for high-risk and at-risk youth and Job Corps. Additionally, pursuant to the president’s strong interest in mentoring, the DOL FBCI is exploring the creation of a Mentoring Initiative to encourage public and private commitments to increase the number and availability of mentors for children and young adults.

As President Bush put it, “I am confident that this initiative, when fully implemented, will help us realize the dream that America — its hope, its promise, its greatness — will extend its reach throughout every single neighborhood, all across the land.” **XXI**

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