

U.S. Department Of Labor Employment and Training Administration Office of Apprenticeship Training, Employer and Labor Services (OATELS) Washington, D.C. 20210	<u>Distribution:</u> A-541 Headquarters A-544 All Field Tech A-547 SD+RD+SAC Lab. Com	<u>Subject:</u> Program Guidance Memorandum BAT Goals and Objectives for Fiscal Year 1998. Code: 503
Symbols: TWA		Action: Immediate

Purpose: To provide all Bureau staff with the goals and objectives established for Fiscal Year 1998. These goals and objectives are to be used in developing work plans, performance standards and performance measures.

Background: Fiscal Year 1998 is expected to be another challenging and eventful year for BAT and its staff. During FY 1997, BAT took the initiative and developed a formal program guidance process. Under the guidance of the Senior Leadership Team and using the input of our Priority Teams, we will again be involved in a number of high priority activities to develop processes and planning that will permit us to more effectively fulfill our program mission within continued budget constraints. While some of our Priority Teams continue their work, our core services must not be ignored. In collaboration with State Apprenticeship Councils/Agencies and other work force development system stakeholders, the BAT National Office will identify the national baseline for number of apprentices, retention, earnings and other measures/indicators for FY 1998. BAT will develop strategies to collect and validate baseline data related to these program goals and objectives within the remaining months of the FY.

An important component of Fiscal Year 1998 planning is the incorporation of the requirements for the Government Performance Results Act of 1993 (GPRA). This Act mandates the development of strategic plans which outline goals and the measures used to determine the results of the agency's activities. ETA has developed a Strategic Plan for Fiscal Years 1997 through 2002. Apprenticeship services are integrated with other work force development programs and initiatives.

BAT program priorities and objectives will be focused on the following general areas nationally, by region, and by state:

- ! Expand Apprenticeship:
- ! Improve Equal Opportunity:
- ! Improve program quality:

Action: BAT staff at all levels are expected to become familiar with the goals and objectives provided in the attachment to this circular. In collaboration with local State Apprenticeship

Agencies/Councils and other local work force development system stakeholders, BAT Regional/State Directors will identify State-by-State baseline data on the number of apprentices, retention, earnings, and other measures/indicators for FY 1998. Regional and State FY 1998 Performance Standards should be based upon consideration of these goals and objectives and requirements in accordance with ETA/BAT Strategic Plan for FY 1997 - FY 2002. Our performance in meeting these goals and objectives may well pave the way for BAT's future. All State Directors are to share this document with their respective SAC and/or Labor Commissioner.

The ETA Strategic Plan will be shared with all staff in the near future. The goals of the Plan are listed below and provide the context which BAT activities and goals were developed in this PGM.

Attachments

EMPLOYMENT AND TRAINING ADMINISTRATION'S SIX STRATEGIC GOALS

GOAL 1. Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.

GOAL 2. Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to customers.

GOAL 3. Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.

GOAL 4. Maximize employment for adult unemployed, disadvantaged, welfare recipients, people with disabilities, and dislocated workers, including those impacted by trade policies.

GOAL 5. Increase employer use of and satisfaction with the public workforce development system managed by ETA and its partners.

(GOAL 6). MANAGEMENT GOAL

In partnership with employees and their representatives, ETA will be an employer that values and invests in each employee.

The Plan establishes a number of strategies which will effect BAT planning and program activities.

**BUREAU OF APPRENTICESHIP AND TRAINING
GOALS AND OBJECTIVES
FISCAL YEAR 1998**

Goals and Objectives: In accordance with the ETA Strategic Plan, BAT will focus on Goals 3 and 4 which maximize employment opportunities for youth and adults. The goals and objectives for FY 1998 include:

Developing Annual Plans that are consistent with the requirements of the ETA/BAT Strategic Plan for FY 1997 - 2002.

Continuing activities to expand apprenticeship opportunities for American workers in the local area that is consistent with ETA/BAT Strategic Plan for FY 1997-FY 2002; (ETA Goal 3 & 4).

Expanding opportunities for women and minorities by targeting preselected programs that have participation rates that are less than the national average; (ETA Goals 3 & 4).

Improving the quality of apprentice training by improving retention rates and other quality measures in selected industries and occupations; (ETA Goals 2 & 3).

GOAL I: Develop and track baseline indicators that maximizes employment opportunities for youth and adults by expanding new program registrations by 2 percent over FY 97 program registrations (35,948 to 36,667), and expanding apprentice registrations by 1 percent over FY 97 (394,064 to 398,005) apprentice registrations. (Incorporates ETA Goals #3, 4, & 5).

Objectives:

1. A standardized plan for expansion shall be submitted and approved at all management levels with appropriate numerical goals. Develop and implement a comprehensive National, Regional, and State marketing program to expand the apprenticeship concept of training. State marketing programs should be developed in partnership with SACs.
2. Develop and install new apprenticeship programs. Emphasis will be placed on targeted occupations and industries in support of ETA workforce development strategies.
3. Utilize current labor market information and work with State Occupational Informational Coordinating Committees (SOICCs), industry, labor/management organizations, economic development commissions, and other employment service agencies to match current and projected needs by occupation. Undertake targeted promotional efforts to address these needs as resources permit.

4. Implement strategies developed by Priority Work Teams and best practices techniques being developed by the Apprenticeship Impact Project (AIP) to maximize the expansion of apprenticeship and training.

OUTCOME MEASURES:

1. An Annual Plan, including a plan for expansion, will be submitted and approved by the immediate supervisor at all levels. The Regional Plan is due in the National Office by February 27, 1998.
2. Goal has been met when there is documentation that the baseline data has been developed and incremental progress toward the desired goal has been tracked throughout FY 1998 on the number of new program registrations as identified and written in the regional/local plans.
3. Goal has been met when there is documentation that the baseline data has been developed and incremental progress toward the desired Goal has been tracked throughout FY 1998 on the current and projected needs by occupation as identified and written in the regional/State plans.
4. Goal has been achieved when; all identified objectives in the Annual Plan have been implemented in pursuit of the Goal and documented by quarterly reporting requirements.

GOAL II: Improve Equal Opportunity: National Goal: The national average of women and minorities in apprenticeship is 8 and 27 percent respectively. During FY 1998 BAT will review and target programs with women and minority participation rates that are less than the national average, taking into account the local labor market area. Utilizing all available information or products including those developed by the Diversity Team (when SLT, NO, and SOL clearance is received), BAT will conduct an aggressive technical assistance campaign, to increase the percentage of newly registered women and minorities in those targeted programs to narrow the gap by 1 percent toward achieving parity in the work force. (Incorporates ETA Goals #3 and 4).

Objectives:

1. Develop baseline data and a list of all 5+ programs with women and/or minority participation rates that are less than the national/regional/state or local labor market area averages. Identify those apprentices registered in those programs and schedule Compliance Reviews or other technical assistance activities.
2. Develop a plan to conduct comprehensive on-site EEO Compliance and Quality Reviews on those 5+ programs selected as resources permit. Review and assist sponsors in revising AA plans and selection procedures, or engage in any other aggressive technical assistance activity or EEO training as appropriate.
3. Develop and maintain close and cooperative working relationships with SACs to promote compliance reviews, updates of AA plans, and selection procedures, and with the Women's Bureau, and minority and women's groups to promote and coordinate outreach activities with program sponsors.

4. Develop or assist in developing apprenticeship, pre-apprenticeship, school to apprenticeship, welfare to work, or any other workforce development activities directed specifically for targeting women and minorities.
5. Develop and report on prior years= targeted programs and any significant achievements accomplished based on technical assistance provided.
6. Implement strategies developed by the Priority Work Teams best practices techniques, as appropriate, to maximize and improve equal opportunity in apprenticeship.

OUTCOME MEASURES:

1. An Annual Plan, including a plan for diversity, will be submitted and approved by the immediate supervisor at all levels. The Regional Plan is due in the National Office by February 27, 1998.
2. Goal has been met when the results of the Compliance Reviews and/or technical assistance, including follow-up actions for current and previous years have been identified and incremental progress towards the desired goal has been tracked as part of the Annual Plan.
3. Goal has been met when cooperative working relationships with the above identified groups, including any outreach activities have been documented and incremental progress towards the desired Goals has been tracked and results towards the achievement of the Goal has been indicated.
4. Goal has been met when baseline data has been established related to apprenticeship, pre-apprenticeship, school to apprenticeship, welfare to work, or any other workforce development strategies directed specifically for targeting women and minorities.
5. Goal has been achieved when all identified objectives in the Annual Plan have been implemented in pursuit of the Goal and incremental progress has been documented in the quarterly reporting requirements.

GOAL III: Improve Program Quality: National Goal: Improve the quality of programs and retention of apprentices by 1% for FY 1998 by identifying and targeting programs in industries and occupations with a history of high cancellation/low retention rates. (Incorporates ETA Goals #4 and 5).

Objectives:

1. Develop a list of all 5+ programs within the Labor Market Information (LMI) area with a history of high cancellation/low retention rates as compared to the identified/targeted industries and occupations.
2. Develop a plan to conduct on-site quality reviews, as resources permit. Review and assist sponsors to revise, as appropriate, selection criteria to improve retention or engage in any other technical assistance activity identified in the Annual Plan specifically directed at improving the quality of these programs.
3. Promote programs such as pre-apprenticeship, school to work, school to apprenticeship, welfare to work, and/or strategies identified in the ETA/BAT Strategic Plan and any other workforce development strategies directed specifically towards adults and youth that will improve quality and retention.
4. Develop and report on the progress of prior year's targeted programs with low retention rates and include any significant achievements accomplished based on technical assistance provided.
5. Develop and maintain close and cooperative working relationships with SACs, labor, management, education, and appropriate community-based organizations in order to impact the quality of education and training in the local area.

OUTCOME MEASURES:

1. An Annual Plan, including a plan for quality/retention, will be submitted and approved by the immediate supervisor at all levels. The Regional Plan is due in the National Office by February 27, 1998.
2. Goal has been met when baseline data related to programs with a history of low retention rates from the list of 5+ programs has been developed.
3. Goal has been met when the results of the Quality Reviews or other technical assistance activities including follow up actions for current and previous years have been documented to track the 1 percent annual increase in the retention rate for targeted industries and occupations.
4. Goal has been achieved when all identified objectives in the Annual Plan have been implemented in pursuit of the Goal and documented by quarterly reporting requirements.

ADDENDUM TO THE PGM: This Addendum is being provided, for your information, to show the relationship between the BAT and ETA goals and objectives.

Excerpts from the ETA Strategic Plan on Strategies and Measures in Support of ETA=s Strategic Goals.

The ETA Strategic Plan lists BAT as providing primary support and direct responsibility for Goals 3 and 4 of the Plan (Youth and Adult Workers). The Goal statements establish a number of strategies which will affect BAT planning and program activities. Specific references to strategies and measures for apprenticeship include the following:

GOAL 3 - (Youth Employment)

STRATEGIES:

Expand the number of apprenticeships available and ensure that they increasingly serve women and minorities.

Promote apprenticeable occupations as a path to high skill, high wage careers for youth, especially minorities and women, and encourage them to achieve good grades to compete for registered apprenticeship opportunities.

Promote and develop School-to-Registered Apprenticeship programs and School-to-Work programs in cooperation with local educators, employers and unions.

MEASURES:

Will complete upgrade of information system and develop a baseline for the following measures:

- youth entering registered apprenticeship and other registered work-based training programs.

- average wage at registration.

- number of minorities and females entering apprenticeship registration.

In collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders, will identify baseline retention, earnings and other measures/indicators. Will also establish measures for the out years through FY 2002.

GOAL 4 - (Adult employment)

STRATEGIES

Expand the number of apprenticeships available in collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders and ensure that they increasingly serve women and minorities by working with the Women's Bureau, labor, management and community based groups to undertake pilot and demonstration programs targeting employers with non-traditional occupations.

For apprenticeship, by the end of FY 1998, develop baseline for the following measures:

- adults entering registered apprenticeship; and other work based training programs.

- Average wage at registration; number of women and minorities--will identify baseline retention, earnings, and other measure indicators in collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders.

GOAL 5 - (Increase employer use and satisfaction of ETA managed systems)

STRATEGIES:

In collaboration with State Apprenticeship Agencies/Councils, expand apprenticeship into industries with significant growth and good employment opportunities.