

## Strategic Goal 1: A Prepared Workforce

### *Enhance Opportunities for America's Workforce*

A strong national economy depends, in part, on preparing workers to be qualified job candidates possessing skills that are relevant to the needs of today's employers. In addressing this challenge, the Department must work with a wide spectrum of job seekers, including those with special needs such as the disadvantaged, people with disabilities, veterans, disadvantaged youth, and those who have lost their jobs due to foreign competition. Addressing the job seekers' needs is further complicated by the dynamics of the changing workplace. New technologies, increased competition, and changing labor markets have prompted employers to downsize, change employment patterns, and seek alternative labor sources such as qualified foreign workers.

While employers and workers bear ultimate responsibility for adapting to these challenges, the Department has a leadership responsibility to support the needs of the changing workforce and position the U.S. for continued economic development and growth. This aspect of our mission is captured by the first strategic goal – *A Prepared Workforce*. Agencies with programs supporting this goal are the Employment and Training Administration (ETA), Veterans' Employment and Training Service (VETS), the Bureau of Labor Statistics (BLS), and the Office of Disability Employment Policy (ODEP).

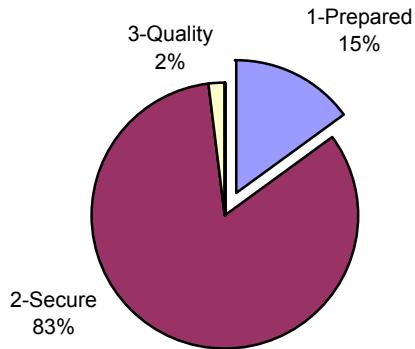
The Department's performance in achieving this goal is determined by accomplishments organized at the outcome goal level and measured at the performance goal level. Three broad objectives – Outcome Goals 1.1, 1.2 and 1.3 – support Strategic Goal 1, and they contain twelve performance goals (see table below). In FY 2004, the Department made further progress in positively impacting employment outcomes for Americans – despite the challenge of a persistently sluggish economy and its disproportionate effect on DOL target populations. Although just half of the performance goals were achieved, most targets were reached and all programs documented improved results.

<b>Outcome Goal 1.1 – Increase Employment, Earnings, and Assistance</b> 6 performance goals achieved & 2 not achieved	
WIA Adult (1.1A) – achieved	Employment, retention, and earnings improved.
Employment Service (1.1B) – achieved	All five targets were reached, including entry, retention, job listings and job searches.
Apprenticeship (1.1C) – achieved	Targets for new apprentices and new programs were both reached.
Disability Employment Policy (1.1D) – achieved	People served and the entered employment rate exceeded targets; baselines were established for retention rate and effective practices identified.
Veterans' public labor exchange (1.1E) – achieved	Both employment and retention rate targets were reached.
Homeless veterans' program (1.1F) – achieved	The single indicator target (entered employment rate) was reached.
Dislocated workers (1.1F) – not achieved	Employment and retention targets were both reached, but the earnings replacement target was not.
Trade Adjustment Assistance (1.1G) – not achieved	The retention target was reached. Entered employment and earnings replacement targets were not reached.
<b>Outcome Goal 1.2 – Increase the Number of Youth Making A Successful Transition to Work</b> 1 performance goal achieved & 2 not achieved	
WIA Youth (1.2A) – achieved	Diploma attainment for younger youth and entry to employment and retention for older youth all increased substantially.
Job Corps (1.2B) – not achieved	Targets for diplomas and average hourly wages were reached, while retention fell short.
Youth Opportunity Grants (1.2C) – not achieved	Diploma attainment and entry to employment saw healthy gains despite failing to reach targets but employment retention declined significantly.

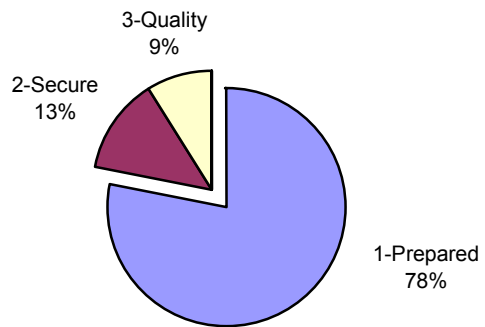
<b>Outcome Goal 1.3 – Improve the Effectiveness of Information and Analysis On The U.S. Economy</b> 1 performance goal not achieved	
Bureau of Labor Statistics (1.3A) – not achieved	Targets were reached or substantially reached for seven of the eight performance indicators.

The following charts illustrate DOL’s strategic goal net costs in FY 2004, with *A Prepared Workforce* shares set apart. The first allocates total Departmental costs of \$56.676 billion; the second allocates an adjusted net cost of \$11.102 billion that excludes major non-discretionary items associated with Strategic Goal 2.<sup>7</sup> Net costs of this goal in FY 2003 were \$6.923 billion. The increase occurred in large part because of relocation of the WIA Dislocated Worker and TAA programs to this goal from Goal 2; together, these two programs cost approximately \$2 billion annually.

**FY 2004 Strategic Goal 1 - \$8.654 billion**  
**Percent of DOL Net Cost**



**FY 2004 Strategic Goal 1**  
**Percent of Net Cost not including Income Maintenance**



The outcome goals and programs listed above, along with their results, costs, and future challenges are discussed in more detail on the following pages.

<sup>7</sup> The excluded costs are referred to as Income Maintenance – unemployment benefit payments to individuals who are laid off or out of work and seeking employment (\$41.424 billion) plus disability benefit payments to individuals who suffered injury or illness on the job (\$4.150 billion).