

**U.S. Department of Labor
Employment and Training
Administration**

**1999 Annual Performance Plan
for Committee on Appropriations**



February 1998

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List of Acronyms

ACIN	America's Career InfoNet
AFOP	Association of Farmworker Opportunity Programs
AHCM	Average High Cost Multiple
AJB	America's Job Bank
AIMS	Apprenticeship Information Management System
ALMIS	America's Labor Market Information System
APP	Annual Performance Plan
ATB	America's Talent Bank
AWBA	Average Weekly Benefit Amount
BAT	Bureau of Apprenticeship and Training
BLS	Bureau of Labor Statistics
CBO	Community-based Organization
CY	Calendar Year
DOJ	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
ES	U.S. 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
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
MSFW	Migrant and Seasonal Farmworkers
NAFTA	North American Free Trade Agreement
OIG	Office of the Inspector General
OMB	Office of Management and Budget
O*NET	Occupational Information Network
P&D	Pilots and Demonstrations
P&F Schedule	Program and Financing Schedule

PEPNet	Promising and Effective Practices Network
PY	Program Year
SCSEP	Senior Community Service Employment Program
SDA	Service Delivery Area
SPIR	Standardized Program Information Report
R&E	Research and Evaluation
SESA	State Employment Security Agency
SSA	Social Security Administration
STW	School-to-Work
TAA	Trade Adjustment Assistance
TAG	Technical Assistance Guide
UI	Unemployment Insurance
USES	United States Employment Service
VETS	Veterans' Employment and Training Service
WANTO	Women in Apprenticeship and Nontraditional Occupations
WBA	Weekly Benefit Amount
WOTC	Work Opportunity Tax Credit
WP	Wagner-Peyser
WtW	Welfare-to-Work

SECTION I. EMPLOYMENT AND TRAINING ADMINISTRATION (ETA) STRATEGIC PLAN

1. Introduction

The Employment and Training Administration (ETA) is an integral component of the Federal, State and local government and private sector partnership that makes up the nation's Federally funded employment and training system. This system contributes to the development of an integrated workforce development system that will achieve greater efficiency, provide better services at reduced costs, and increase customer satisfaction among job-seekers, the unemployed, and employers.

ETA and its partners deliver a broad range of services to American workers and families that enhance their economic security and the quality of their working lives. These services provide several benefits: (1) improve the nation's economic vitality; (2) strengthen the functioning of the labor market; (3) provide help to youth, adult unemployed, disadvantaged and dislocated workers to find and hold jobs at living wages with career potential; and (4) engage employers as primary investors and customers in these efforts.

ETA emphasizes measuring and improving the efficiency and effectiveness of its employment and training programs in a variety of ways. ETA does this by collecting detailed data on program participants through a management information system, by monitoring program results through a performance measurement and management system, and by evaluating programs through rigorous studies of costs and net impacts. ETA routinely provides feedback to its State and local partners on their performance. ETA focuses not only on low performers to raise performance of the system, but also on high performers to set benchmarks for the system and to showcase exemplary programs.

While ETA has good performance measures for many of its programs, there is more that can be done to provide valid, reliable data on program outcomes to Congress and the American taxpayer. ETA's Strategic Plan, Annual Performance Plan (APP) and budget request outline the strategies and resources needed to ensure that high-quality performance management and measurement plans are implemented at the Federal, State and local levels, and that programs are operated in the most efficient and effective manner possible.

2. Overview of ETA Strategic Plan

In September 1997, ETA submitted its six-year Strategic Plan, covering Fiscal Year (FY) 1997 to FY 2002, to Congress. This Strategic Plan outlined the mission, vision, key FY 1997 accomplishments, and strategic goals. A summary of the major elements addressed in the Strategic Plan is provided below. These elements were designed to provide the foundation for ETA activities in the years ahead and a context for this document, the FY 1999 APP.

SECTION I - ETA Strategic Plan

2.1 Mission

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 services primarily through State and local workforce development systems.

These services can improve incomes for entry level workers through youth and adult job training opportunities, including apprenticeship. They help workers get jobs and employers gain skilled workers. Through unemployment compensation, they cushion the impact of unemployment on local economies and help support eligible unemployed workers (and their families) as they look for new jobs or take needed training. ETA also contributes to the effective collection and dissemination of labor market information (LMI) needed by workers and business to compete successfully in a global economy.

2.2 Vision

Economic progress greatly benefits many American workers and American businesses, but it poses important challenges as well. New technologies, changes in international trade, deregulation, and greater competition have led to structural changes in U.S. labor markets. ETA will foster investments in technology and systems to insure that its services -- and those of its partners -- respond to these structural changes and further enhance their value to the labor market.

Research suggests that trends toward rapid technological progress, fierce competition, further integration of the U.S. economy with other economies, and significant demographic changes will continue. New authorizing legislation is expected to create an integrated, highly accountable workforce development system. States and local communities will have greater freedom and responsibility to tailor workforce development service delivery to meet local conditions and be accountable for the goals they set.

ETA will capitalize on emerging technologies to further the effectiveness and efficiency of regional and local labor markets. Through its State and local partners and other private and public stakeholders, ETA will enlarge the learning and employment experiences of young people - particularly at-risk youth -- so that they can make successful transitions to the world of work and family responsibility in the twenty-first century. ETA, also through its partners and stakeholders, will ensure that adult Americans have access to the job training and employment-related tools they need to manage their work lives in the ever-changing economy and that welfare recipients, particularly the hardest to employ, receive help to move from dependency into lasting, unsubsidized employment. These actions will contribute to a reduction of the economic and social costs associated with welfare dependency and unemployment.

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ETA strives to become a high-performance, customer-focused organization that continues to use performance management to improve results and raise accountability in the provision of high quality job training, employment, and income maintenance services through State and local workforce development systems.

2.3 ETA Strategic Goals

The ETA Government Performance and Results Act (GPRA) Strategic Plan, submitted to Congress in September 1997, outlined six strategic goals. This FY 1999 APP consolidates those goals into three strategic goals which track the Department of Labor's (DOL) revised strategic goals. These goals support the Secretary's vision, facilitate increased coordination and foster greater cohesion within ETA and the Department.

The three strategic goals described in this Performance Plan *will replace* the six strategic goals outlined in the ETA Strategic Plan, which will be modified accordingly. Through these strategic goals, ETA staff and the American public can see a direct link between ETA's purpose and its activities:

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

- *A Prepared Workforce*
 - ▶ *Increase employment, earnings, and assistance.*
 - ▶ *Assist youth in making the transition to work.*
 - ▶ *Provide information and tools about work.*
 - ▶ *Provide information and analysis on the U.S. economy.*
- *A Secure Workforce*
 - ▶ *Protect worker benefits.*
 - ▶ *Provide worker retraining.*
- *Quality Workplaces*
 - ▶ *Support a greater balance between work and family.*

The ETA Management Goal also reflects the Department's Management Goal which is to maintain a strategic management process that links strategic program planning, resource allocation, and accountability.

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- **Welfare-to-Work:** The FY 1999 budget includes \$1.488 billion for formula and competitive grants for the WtW program, the same level as available in FY 1998. Included in this amount is \$100 million which will be distributed to States for performance bonuses in FY 2000. These funds have already been appropriated, and no further action is required. The President's request also includes \$6.4 million and 75 full-time equivalent (FTE) staff in the Salaries and Expenses account (Program Administration) for the grants management, technical assistance, and oversight and monitoring of this program.
- **Adult Training Grants:** The FY 1999 request is for \$1 billion, \$45 million above the FY 1998 enacted level. This will enable approximately 401,100 disadvantaged adults, including welfare recipients, to receive training and employment services leading to employment at decent wages. This is about 18,000 more individuals who can be served than is projected for Program Year (PY) 1998.
- **Native Americans:** The budget request includes \$53.8 million, the same as in FY 1998. It is estimated that 18,600 disadvantaged Native Americans will receive training and employment services, the same number as estimated for PY 1998.
- **Migrant and Seasonal Farmworkers (MSFW):** The budget is \$71 million, the same number as in 1998, and it is projected that 37,900 disadvantaged adults will be provided assistance, the same as in 1998.
- **Senior Community Service Employment Program (SCSEP):** The budget request includes \$440.2 million to provide minimum wage employment to low-income older workers, with the goal of maximizing unsubsidized employment. It is projected that 92,300 older adults will be assisted in FY 1999, the same as in 1998.
- **Work Opportunities Tax Credit:** The request includes \$20 million in the Employment Service (ES) account for the WOTC program. The Administration proposes that this program be reauthorized through April 2000. In addition, it is proposed that the WtW tax credit be extended through April 2000. These two tax credits will enable certain targeted groups to be hired by employers who will receive a tax credit on a portion of wages paid to the workers.
- **Research and Evaluation (R&E) / Pilots and Demonstrations (P&D):** The budget request includes \$10 million for R&E and \$32 million for P&D. These activities provide the necessary research, evaluation and demonstration projects to assist policy-makers to determine what works and what does not work in training and employment. These activities benefit the entire workforce development system, including adult, youth, and other employment programs, and the unemployment insurance system. The R&E request includes an increase of \$1.8 million and the P&D request is \$33.7 million below 1998. Included in the P&D request is \$5 million for a Child Labor initiative. This initiative will assist migrant youth, ages 14-18, with employment alternatives to farm labor.

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- **Program Administration:** This appropriation account finances the salaries and expenses for the entire ETA. It consists of six budget activities - adult, youth, employment security, apprenticeship, welfare-to-work, and executive direction and policy. Staff and other resources are budgeted for each of these activities. For FY 1999, the request is for \$143.5 million and 1,442 FTE, \$11.9 million and 67 FTE above 1998.

The Program Administration budget for 1999 for each of the six budget activities is as follows:

Adult Employment and Training	315 FTE and \$31.2 million
Youth Employment and Training	325 FTE and \$32.9 million
Employment Security	456 FTE and \$46.4 million
Apprenticeship Services	201 FTE and \$18.4 million
Executive Direction and Policy	70 FTE and \$8.2 million
Welfare-to-Work	75 FTE and \$6.4 million

Outcome Goal 1.2: Assist Youth in Making the Transition to Work.

A variety of interventions address basic and intensive education, training, career preparation and job needs of primarily disadvantaged youth and low-income youth, but also youth in schools needing to prepare for the world of work. The goal of these programs is employment in jobs that will provide a long-term career path, to return youth to complete or advance their education, or to provide job and work related skills that will prepare youth for the rapidly changing labor market.

- **Youth Training Grants:** The budget request includes \$130 million for the Job Training Partnership Act (JTPA) Title II-C (Youth Training Grants) program, the same amount as appropriated in 1998. States are projected to assist 115,800 youth in the year-round program, the same as estimated for 1998. Local Service Delivery Areas (SDA) will continue to have the flexibility to transfer funds between the Youth Training Grants and Summer Youth programs to meet the needs of the local communities running these programs.
- **Summer Youth Program:** The budget request includes \$871 million for JTPA Title II-B (Summer Youth) program, the same amount as appropriated in 1998. States are projected to assist 530,000 in the Summer Jobs Program, the same as estimated for 1998. Local SDAs will continue to have the flexibility to transfer funds between the Youth Training Grants and Summer Youth programs to meet the needs of the local communities running these programs.
- **Job Corps:** The request includes \$1.3 billion for this program, \$61.4 million above 1998. The increases will finance the operating costs of 118 centers and more than 69,700 enrollees, and increases for the completion of five new centers. When completed, the new centers will provide about 1,150 more training slots for disadvantaged youth.

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- **School-to-Work Opportunities:** This jointly funded initiative (DOL and Education - ED) makes grants to States and local communities to build comprehensive systems to help young people move from high school to careers or to higher education and training. The joint request for 1999 is \$250 million, \$150 million below the 1998 level, reflecting the planned phase-down in Federal funding and the expectation that States and local communities will sustain the systems that will have been established.
- **Opportunity Areas for Out-of-School Youth:** The budget request includes \$250 million for this program for FY 2000 (an advance appropriation), the same as in FY 1998 which has \$250 million for a FY 1999 advance appropriation. This program will be operated in high-poverty urban and rural areas with extremely high youth unemployment problems. It is estimated that about 50,000 youth will receive intensive services to give them the best chance of obtaining steady employment with decent wages.

Outcome Goal 1.3: Provide Information and Tools About Work.

The One-Stop ES system 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.

- **One-Stop Career Centers:** The request for One-Stop Career Centers is \$146.5 million, \$3.5 million below the 1998 level. By the end of PY 1998, all States will have begun implementing one-stop plans. The 1999 request represents a phase-down in the implementation grants component of one-stop funding as Federal investments begin to decline as planned, and States begin to sustain the system with existing Wagner-Peyser (WP) and the JTPA funds. The 1999 request reflects consolidation of ETA LMI activities into this budget activity. The changes in One-Stop funding are as follows:
 - The request reflects a decrease of \$26.8 million in State implementation grants as part of the planned phase-down in Federal funding.
 - As part of a consolidation of LMI activities, the request includes the transfer of the \$5.5 million JTPA LMI program from the Training and Employment Services account into the America's Labor Market Information System (ALMIS) component of one-stop funding.
 - The ALMIS request also includes another transfer of \$7.9 million from ES National Activities for the consolidation of America's Job Bank (AJB) funding and Occupational Information Network (O*NET) funding into ALMIS.
 - Learning Anytime, Anywhere (LAA): ETA is requesting an increase of \$10 million for the Department's part in the Administration's LAA initiative.

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- **Employment Service:** The request for the States' public employment system, the cornerstone for sustaining the One-Stop system, is \$796.6 million (excluding \$20 million for the WOTC included in the goal above). Included in this total is \$761.7 million for statutory formula grants to States for their employment services.

Outcome Goal 1.4: Provide Information and Analysis on the U.S. Economy.

ETA provides funding for essential LMI activities that enable States and localities to develop and disseminate information on local and Statewide LMI. For FY 1999, the majority of such activities are consolidated into the ALMIS component of the One-Stop Career Center system discussed above. In addition, the request includes an increase of \$8 million in the UI program to assist States in implementing the North American Industry Classification System.

3.2 Strategic Goal 2: A Secure Workforce

The cross-cutting strategic goal of a secure workforce seeks to promote the economic security of workers and families. ETA is committed to protecting workers' wages and employment through retraining and employment.

Outcome Goal 2.2: Protect Worker Benefits.

- **Unemployment Compensation Program:** The request for the States' UI programs is \$2.42 billion, \$101 million below the 1998 appropriation. This reduction is due to the one-time increase of \$200 million in 1998 for assisting States to convert their computer systems to be year 2000 compliant. The request does include an increase of \$91 million for additional integrity activities in States to reduce errors in benefit overpayments and losses in collection of employer taxes. In the past several years, States have had to reduce these critical activities in order to adequately staff their basic benefit-paying functions. This increase in integrity activities will more than pay for itself in increased savings to the Unemployment Trust Fund, estimated at \$120 million in 1999 and \$158 million in 2000. The request also includes \$8 million to assist States to convert to the North American Industrial Coding Standards.
- **UI Safety Net Proposed Legislation:** The Administration will propose legislation that would enhance the UI safety net to ensure the availability of benefits in the event of a recession, make the program more accessible to unemployed workers, and improve State administrative operations. This legislation would change the trigger for the standby Extended Benefits (EB) to make them more responsive to rising State unemployment and would also encourage States to improve the solvency of their unemployment trust funds, and the ability to pay benefits in a recession. Finally, the legislation will seek additional administrative resources for the States to operate and improve service delivery within their UI programs and improve access to UI benefits to low-wage workers.
- **Alien Labor Certification:** The request is for \$31.3 million for States to administer the Alien Labor Certification programs, in partnership with DOL. Legislation will be

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proposed that will permit DOL to implement a user fee for processing of labor certifications, and to permit use of such fees to finance the Federal and State administration of the alien labor certification programs. The fees would begin in FY 2000.

Outcome Goal 2.3: Provide Worker Retraining.

- **Dislocated Workers Assistance Program:** The request includes \$1.45 billion for Title III of JTPA, which will enable about 685,800 dislocated workers receive re-employment services, training and some income support. These services are intended to move laid-off workers as quickly as possible to employment at wages that are as comparable to their prior wages as possible. The request includes a \$100 million increase above 1998. For the next five years, \$50 million will be set-aside annually from the discretionary national reserve account in this program to assist workers in secondary firms dealing with firms that have been directly impacted by trade.
- **TAA and NAFTA-TAA:** The budget is requesting \$360.7 million under current authority for the TAA and NAFTA-TAA programs. The Administration will be proposing legislation that will: (1) extend the programs for five years; (2) extend eligibility for TAA to those who lose their jobs due to shifts in production abroad, similar to NAFTA shifts in production to Mexico and Canada; (3) increase the training cap; (4) make the requirement linking training and income support more consistent across the two programs; and (5) create a contingency funding provision to ensure that resources are available to pay for any unexpected increase in benefit costs to eligible workers.

3.3 Strategic Goal 3: Quality Workplaces

Outcome Goal 3.3: Support a Greater Balance Between Work and Family.

The strategic goal of quality workplaces 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 dealing 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 provides \$5 million (\$4 million in P&D and \$1 million and 10 FTE for Apprenticeship). This initiative will replicate child care provider apprenticeship programs in more States. The Migrant Child Labor initiative has \$5 million in P&D for assisting youth of migrant families with employment alternatives to farm labor. Such alternatives will include work experience in nonfarm labor employment. These two initiatives, the Apprenticeship Child Care initiative and the Migrant Child Labor initiative, have direct impact on safe and healthy workplaces. The Child Care initiative will result in more apprentices who will be trained 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 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.

SECTION II. ETA FY 1999 PERFORMANCE GOALS

1. Overview

This section provides an overview of the ETA FY 1999 performance goals presented by the Department's cross-cutting goals. It should be noted for some of the performance goals, baseline data is not currently available. In FY 1998, affected ETA program areas are committed to developing their measurement systems for strategic and performance planning purposes, including defining the measures they will use and establishing the baseline for the goals identified. Based on this work, many of these issues are likely to have been solidified by the beginning of FY 1999.

2. Validation

Because of the diversity of DOL's programs, and complexity in collecting performance data, a cross-cutting validation strategy will need to be developed to ensure the overall quality and integrity of reported performance. ETA will launch its data quality validation strategy in full cooperation and coordination with its National, State, and local partners to permit full and open dialogue and inputs in the process throughout each step and element. ETA's success is totally dependent upon State and local program partners' participation in the strategy.

- In 1999, ETA will commission a feasibility study to determine how to develop a comprehensive data quality validation methodology that applies to major programs. This study will assess current data quality strengths and vulnerability, program by program, and design a comprehensive approach for determining the stability of reported data over time and the internal integrity and power of data supporting the performance statements.
- In 1999, ETA will conduct consultations designed to identify respective roles of ensuring data quality between States and local program operators and between ETA national and regional offices as well as expected time frames to correct identified problems.
- In 2000, ETA will implement a series of data quality initiatives designed to improve the overall reliability and timeliness of the program data, where necessary. These initiatives will include: (1) development of common data definitions and common data formats related to the APP Goals/Outcome measures where the necessary data do not exist; (2) development of automated systems to support such data definitions and formats, with electronic edits within the system to provide for the most cost effective means of assuring data quality; and (3) extensive technical assistance to assist States and local program operators in implementing these definitions and formats. These initiatives will allow for interstate and interlocality accuracy, consistency and timeliness of program data.
- In 2000, ETA, in collaboration with the States and local program operators, will pilot test a new validation methodology within a single ETA program. This pilot test will permit

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ETA and the States and local program operators to refine the methodology design and respective roles of each level, including the ETA regional offices.

In addition to the strategy described above, specific validation activities for FY 1999 will include the following:

Welfare to Work

- ETA will monitor on-site all state formula grantees (and a sample of the 85% local pass down to Private Industry Councils) each year. All local competitive grants will receive a continuing desk review (at a minimum) starting 90 days after grant award.

Indian and Native Americans

- ETA will increase the number of on-site program reviews to determine which Sec. 401 programs require intensive training and technical assistance in order to improve program performance.
- ETA will use program review and audit findings, along with program data, to determine which grantees will be required to negotiate individual "Program Improvement Plans."
- ETA will validate actual performance through desk reviews and on-site program reviews. The latter 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 to employers. Samples of reported information will be selected and traced to source documentation.

Migrants and Seasonal Farmworkers

- ETA will validate actual performance through desk reviews and on site monitoring. The latter 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 to employers. Samples of reported information will be selected and traced to source documentation.
- ETA will collaborate with Office of the Inspector General (OIG) and One-Stop staffs to validate reductions in negative audit findings and utilization of One-Stop resources by MSFW grantees.

Community Service Employment for Old Americans

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

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Bureau of Apprenticeship and Training

- ETA, through its Senior Leadership Team (SLT), will develop a strategy to validate the Bureau of Apprenticeship and Training's (BAT) performance. The validation will be completed by the end of FY 1998 to ensure the accuracy and reliability of the performance information. The SLT will implement a system of indicators to measure attainment of program goals. The validation will include feedback from BAT stakeholders, partners and customers. That input is expected to provide information on the relevancy of what is being measured. ETA will seek independent assistance in assessing techniques in measuring performance.

Research, Evaluation And Demonstration

- ETA will validate data validation in several ways: (1) Data from JTPA/Standardized Program Information Report (SPIR) and UI will be validated by normal JTPA/UI processes; (2) Specially collected data will be validated by having the data meet ETA standards and having project evaluation contractors validate the data; and (3) evaluation studies will be monitored by Federal staff.

Job Corps

- ETA uses a centralized data system with numerous management information reports and system edits which in turn minimize human error in data reporting.
- ETA uses third party data verification for validating reported placement rates. A random sample of placements (75% of reported placements) is verified using an independent placement verifier to assure data accuracy and integrity.
- ETA requires all Job Corps contractors reporting achievements for students to maintain systems to validate their data.

One-Stop Career Centers

- ETA will validate the number of ES and JTPA offices through quarterly summary reports from DOL regional offices and reports from Interstate Conference of Employment Security Agencies (ICESA), Employment Security Systems Institute (ESSI), and ETA SDA listings. Validation of the number of employers listing jobs on AJB and the number of resumes posted on America's Talent Bank (ATB) will be from compilations by customer registration providers.

Dislocated Workers

- ETA will employ various methods of validating performance measures and indicators. There are established oversight and monitoring procedures which will be enhanced; there are reporting systems that will be enhanced; there are required audits that States must

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procure; there are evaluations which will be done using Research and Evaluation resources; and there are OIG special audits and reviews which identify problems. ETA's budget request for FY 1999 includes increased resources to address enhanced technical assistance, systems enhancements, development of menu of performance measures, benchmarking, post-program follow-up and other activities.

Unemployment Insurance

- At present, major UI data used for determining and allocating administrative funds ("workload data") are validated through the Workload Validation Program; most UI performance data are not validated. Beginning in 2000, most data used for both workload calculations and performance measurements will be validated through the Data Validation program. ETA began pilot testing the Data Validation system in late 1997. These pilots will conclude in 1998. Training of regional and State staff in its use will occur during FY 1999. There are no plans to validate Wagner-Peyser system data (e.g., the ETA 9002 report).

Trade Adjustment Assistance

- ETA will employ various methods of validating performance measures and indicators. There are established oversight and monitoring procedures which will be enhanced; there are reporting systems that will be enhanced; there are required audits that States must procure; there are evaluations which will be done using Research and Evaluation resources; and there are OIG special audits and reviews which identify problems. ETA's budget request for FY 1999 includes increased resources to address enhanced technical assistance, systems enhancements, development of menu of performance measures, benchmarking, post-program follow-up and other activities.

3. Description of Goals and Indicators

This FY 1999 ETA APP provides, within each Departmental cross-cutting strategic goal, the following key elements:

- **Departmental Outcome Goal** - The outcome to be achieved by the Department relative to the Strategic Goal
- **Supporting Budget Activity/Decision Unit Titles and Program and Financing (P&F) Schedule #** -
- **ETA FY 1999 Performance Goal** - The specific target relative to the outcome goal which will be accomplished in FY 1999.

SECTION II - ETA FY 1999 Performance Goals

- **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 baseline year and baseline 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.

Following a summary of the individual program office performance goals for each Departmental outcome goal, the ETA APP provides a listing of the means and strategies for achieving the outcome and performance goals, in terms of both sustained (continuing) efforts and new initiatives directed at goal accomplishment.

SECTION II - ETA FY 1999 Performance Goals

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

Outcome Goal 1.1
Increase Employment, Earnings, and Assistance

Welfare-to-Work
Adult Training Grants
Native Americans
Migrant and Seasonal Farmworkers
Senior Community Service Employment Program
Research and Evaluation/Pilots and Demonstrations
Apprenticeship Services

Outcome Goal 1.2
Assist Youth in Making the Transition to Work

Youth Training Grants
Summer Youth Program
Job Corps
School-to-Work Opportunities
Opportunity Areas for Out-of-School Youth

Outcome Goal 1.3
Provide Information and Tools About Work

Employment Service: Allotments to States
Employment Service: National Activities
Employment Service: One-Stop Career Centers

Outcome Goal 1.4
Provide Information and Analysis on the U.S. Economy
America's Labor Market Information System

SECTION II - ETA FY 1999 Performance Goals

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

Outcome Goal 1.1
Increase Employment, Earnings, and Assistance

Welfare-to-Work
 Adult Training Grants
 Native Americans
 Migrant and Seasonal Farmworkers
 Senior Community Service Employment Program
 Research and Evaluation/Pilots and Demonstrations
 Apprenticeship Services

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Welfare-to-Work Jobs 16-0177-0-1-504 Program Administration Welfare-to-Work 16-0172-0-1-504
FY 1999 Performance Goal:	56% of WtW program terminees will be employed.
Indicator:	Percent of welfare recipients placed in employment.
Data Source:	SPIR
Baseline:	FY 1995 data for JTPA Title II-A adult terminees who were welfare recipients showed that 55% were employed after exiting the program.
Comment:	The baseline was selected as a rough proxy. Both the baseline and the FY 1999 performance goal will be revised, based upon an analysis of experience with the hardest to employ long-term welfare recipients who are the statutorily mandated target of WtW grants.

Means & Strategies

- \$1.5 billion will be awarded in FY 1998 (75% as formula grants to States and 25% as competitive grants to local communities). An additional \$1.5 billion will be awarded in FY 1999 (in the same proportions and for the same purposes), of which \$100 million will be set aside for performance bonuses in FY 2000.

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Sustained Efforts in FY 1999 and Significant New or Enhanced Efforts in FY 1999:

- The WtW Grants Program is a two-year program beginning in FY 1998.
- In FY 1998, ETA anticipates providing State formula grants to 48 States and to the District of Columbia, the Commonwealth of Puerto Rico, the United States Virgin Islands, Guam and American Samoa.
- In FY 1998, ETA anticipates providing competitive grants to approximately 120 local entities through two solicitations.
- In FY 1999, ETA anticipates providing State formula grants to all 50 States and to the District of Columbia, the Commonwealth of Puerto Rico, the United States Virgin Islands, Guam and American Samoa.
- In FY 1999, ETA anticipates providing competitive grants to an additional 120 local entities through at least two solicitations.
- Bonus grants to high performing States will be issued in FY 2000. The Secretary of Labor (in consultation with the Department of Health and Human Services - HHS), the National Governors' Association and the American Public Welfare Association will develop and issue a formula to be used to measure State performance and to serve as the basis for the award of State performance grants. This formula will be issued in the middle of Calendar Year (CY) 1998 and will apply to FY 1999 outcomes as well. The formula will provide for adjustments due to general economic conditions on a State-by-State basis.
- All grants have a maximum three-year life-span from the date of execution (although competitive grants may be negotiated for shorter periods of time).
- Consistent with the purposes of WtW, the statute anticipates measuring the following kinds of outcomes for both formula, competitive and bonus grants:
 - a. Placements in unsubsidized employment;
 - b. Placements in unsubsidized employment that last at least six months;
 - c. Placements in the private and public sectors;
 - d. Earnings of individuals who obtain employment; and
 - e. Average expenditures per placement.

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- As appropriate, the electronic America's Career Kit software (AJB, ATB, America's Career InfoNet - ACIN, Learning Exchange and O*NET) will be customized to support the WtW transition.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Adult Training Grants 16-0174-0-1-504 Program Administration Adult Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	64% of JTPA adult disadvantaged trainees will be employed one quarter after program exit with average weekly earnings of \$292.
Indicator:	Percent of trainees employed one quarter after program exit and their average weekly earnings.
Data Source:	SPIR
Baseline:	63% were employed one quarter after program exit with average weekly earnings of \$286 (PY 1995 data).
Comment:	The JTPA Program Year corresponding to FY 1999 is July 1, 1999 - June 30, 2000, with the result that performance data will be available in December 2000, or 15 months after the fiscal year. SPIR data are now submitted annually. ETA will explore ways to obtain more frequent (quarterly) data submission by States so that performance can be monitored on a more timely basis. The Workforce Development Performance Measures Initiatives workgroup will be issuing its draft report in the spring 1998, which will result in pilot testing of new measures.

Means and Strategies

Sustained Efforts in FY 1999 and Significant New or Enhanced Efforts in FY 1999:

- ETA will continue to provide employment and training assistance to disadvantaged, low-income individuals who have been unsuccessful in forming long-term job and career attachments or who are on welfare, through a system of about 640 local, public-private partnerships (with some State variation for WtW grants based upon Governors' discretion). ETA will encourage the use of statutory waivers of the JTPA, including critical follow-up services for welfare recipients as well as the use of the WOTC to spur the hiring of welfare recipients.

SECTION II - ETA FY 1999 Performance Goals

- **ETA will strive to improve program performance by a series of actions to increase the ability of JTPA partners, which include the public interest groups, the community-based organizations (CBO), and business groups to enable outreach to economically disadvantaged and minorities to use the program's employment and training resources. They will also provide successful practices, case studies and technical assistance to improve performance to States/SDAs and related partners.**
- **ETA plans to expand pilots for developing a more systematic approach for profiling and referring welfare and related disadvantaged individuals through a statistical methodology using administrative data. This should enable SDAs to serve more participants in a more efficient and cost-effective manner.**
- **ETA will manage the JTPA program to meet the general goals of "consolidation" proposals on the Hill. We will seek to consolidate and streamline grant planning and reporting through the use of statutory waivers. We will work with our partners, as noted above, as well as State and related Federal employment and training programs.**
- **ETA will simplify and consolidate grant planning and reporting and grant statutory and regulatory waivers, and improve the delivery of comprehensive services to customers by working with other Federal agencies with complementary programs, including HHS, Housing and Urban Development (HUD), and Transportation (DOT).**
- **ETA will customize, as appropriate, the electronic America's Career Kit software (AJB, ATB, ACIN, Learning Exchange and O*NET) to support the Adult Training Grants program.**

SECTION II - ETA FY 1999 Performance Goals

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Native Americans 16-0174-0-1-504 Program Administration Adult Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	53% of terminees from JTPA, Section 401 Indian and Native American Program will enter employment.
Indicator:	Percent of terminees entering employment at program exit.
Data Source:	JTPA, Section 401 Annual Status Reports
Baseline:	50% of JTPA, Section 401 Indian and Native American Program terminees entered employment (PY 1995).
Comment:	Achievement of this performance goal and objective assumes no change in the departure point for the EER established for PY 1996 during the period covered by the performance goal and objective.

Means & Strategies

Sustained efforts in FY 1999:

- In FY 1999, the continued emphasis will be to increase the average wage at termination (job placement wage), and to increase the EER (percent of participants placed in unsubsidized jobs).
- Since 1994, ETA has worked in partnership with the Native American Employment and Training Council, appointed by the Secretary of Labor, to increase the overall results and performance of each Section 401 Program. The Council has established a performance measures work group to consult with ETA on the development of new ways to measure program performance that reflect the diversity of many different types of program delivery systems. As these new measures are fully implemented, they will provide for greater accountability, enhanced results and local service delivery system ownership.
- The partnership will continue to promote the grantee peer-to-peer technical assistance strategy as one of the most effective methods for improving individual grantee performance.

Significant New or Enhanced Efforts in FY 1999:

- To assist in achieving the FY 1999 Strategic Objective, the lowest performing Section 401 grantees will be required to develop and implement "Program Improvement Plans"

SECTION II - ETA FY 1999 Performance Goals

negotiated with the Division of Indian and Native American Programs to improve management and performance.

- Training and technical assistance on a variety of topics will be provided for JTPA Section 401 grantees that involves the use of Native American Tribal Colleges to conduct two-week on-site intensive training courses. These two-week courses will use training curriculums developed with the 401 grantee partners.
- The partnership will develop and distribute a "best practice" guide to grantees that publicizes the accomplishments of grantees, provides success strategy information, and identifies potentially replicable best practices.
- As appropriate, the electronic America's Career Kit software (AJB, ATB, ACIN, Learning Exchange and O*NET) will be customized to support the Native Americans program.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Migrant and Seasonal Farmworkers 16-0174-0-1-504 Program Administration Adult Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	77% of terminees from JTPA, Section 402 MSFW Program will enter employment.
Indicator:	The percent of terminees entering employment rate at program exit.
Data Source:	SPIR data for the JTPA Section 402 Program
Baseline:	75.8% JTPA, Section 402 MSFW Program terminees who enter employment
Comment:	Achievement of this performance goal and objective assumes no change in the departure point for the EER established for PY 1996 during the period covered by the performance goal and objective.

Means & Strategies

Sustained Efforts in FY 1999:

- In FY 1999, the continued emphasis will be to increase the average wage at termination (job placement wage), and to increase the EER.

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- Since 1986, ETA has funded the Association of Farmworker Opportunity Programs (AFOP) as the primary technical assistance and training provider and has viewed AFOP as being in a §402 Partnership with ETA for the migrant and seasonal program. The §402 partnership has evolved to the point where it now has a formal partnership plan which will be carried out by four subcommittees: performance standards, technology, monitoring and technical assistance. An immediate goal of the partnership plan is the development of a comprehensive monitoring guide suitable for ETA to use in carrying out its oversight or by the grantees for self assessment/internal monitoring. The currently planned training for Board of Directors is expected to result in more grantee accountability and enhanced program performance.

Significant New or Enhanced Efforts in FY 1999:

- To assist in achieving the FY 1999 Strategic Objective, Section 402 grantees will utilize a best practices guide that publicizes the accomplishments of grantees, provides information and training and technical assistance resources, and identifies best practices potentially worthy of replication.
- Training and technical assistance on a variety of topics, many of which will contribute to the achievement of the performance goal for the program will be provided for JTPA, Section 402 grantees. The theme for the training and technical assistance conference will be "Maintaining Program Integrity and Accountability".
- A special training and technical assistance program focusing on the duties and responsibilities of nonprofit organization governing board members will be provided for JTPA, Section 402 grantees. This training and technical assistance will be provided in a train-the-trainer format to promote the sustained benefit of the effort. It is envisioned that the provision of this training will encourage greater involvement and interest among grantee governing board members in grantee performance. It is expected that such attention will enhance the program's ability to achieve its planned performance goal.
- Through a negotiated process, ETA staff will develop with lowest performing MSFW Program grantees "Program Improvement Plans" designed specifically to improve program management and performance.
- Efforts will be made to improve MSFW grantee program and management capacity through replication of successful program practices and training techniques, promotion of peer-to-peer assistance, training, technical assistance, individual consultation and coaching by division staff, and other approaches.
- MSFW Program grantee linkages with other national programs, States and providers of other job training and related services will be developed and strengthened.

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- As appropriate, the electronic America's Career Kit software (AJB, ATB, ACIN, Learning Exchange and O*NET) will be customized to support the special needs of migrants and seasonal farmworkers.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Senior Community Service Employment Program 16-1-0175-0-1-50 Program Administration Adult Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	Increase the number of SCSEP enrollees who are placed in unsubsidized employment.
Indicator:	Ratio of number of SCSEP enrollees placed compared to the number of authorized positions
Data Source:	SCSEP reporting system (Sponsor Support System)
Baseline:	20% of SCSEP enrollees placed in unsubsidized employment (FY 1997)
Comment:	The baseline represents both a regulatory requirement, and a condition of the grants awarded to SCSEP sponsors. Data are not available on a quarterly basis, and conform to a Program Year and not a Fiscal Year.

Means & Strategies

Sustained Efforts in FY 1999:

- In collaboration with SCSEP grantees, through a negotiated process, ETA will develop handbooks designed specifically to improve program management and performance.
- ETA will improve SCSEP and management capacity through replication of successful program practices and training techniques, promotion of peer-to-peer assistance, and other approaches.
- ETA will develop and strengthen SCSEP linkages with States and other employment and training providers, particularly with regard to linking grantees with the One-Stop Career Center System.

Significant New or Enhanced Efforts in FY 1999:

- ETA will customize, as appropriate, the electronic America's Career Kit software (AJB, ATB, ACIN, Learning Exchange and O*NET) to support the special needs of program enrollees.

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- As appropriate, the electronic America's Career Kit software (AJB, ATB, America's Career InfoNet - ACIN, Learning Exchange and O*NET) will be customized to support the WtW transition.

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Means and Strategies

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- ETA will continue to provide employment and training assistance to disadvantaged, low-income individuals who have been unsuccessful in forming long-term job and career attachments or who are on welfare, through a system of about 640 local, public-private partnerships (with some State variation for WtW grants based upon Governors' discretion). ETA will encourage the use of statutory waivers of the JTPA, including critical follow-up services for welfare recipients as well as the use of the WOTC to spur the hiring of welfare recipients.

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Means & Strategies

Sustained efforts in FY 1999:

- In FY 1999, the continued emphasis will be to increase the average wage at termination (job placement wage), and to increase the EER (percent of participants placed in unsubsidized jobs).
- Since 1994, ETA has worked in partnership with the Native American Employment and Training Council, appointed by the Secretary of Labor, to increase the overall results and performance of each Section 401 Program. The Council has established a performance measures work group to consult with ETA on the development of new ways to measure program performance that reflect the diversity of many different types of program delivery systems. As these new measures are fully implemented, they will provide for greater accountability, enhanced results and local service delivery system ownership.
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Baseline:	75.8% JTPA, Section 402 MSFW Program trainees who enter employment
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Means & Strategies

Sustained Efforts in FY 1999:

- In FY 1999, the continued emphasis will be to increase the average wage at termination (job placement wage), and to increase the EER.

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- Since 1986, ETA has funded the Association of Farmworker Opportunity Programs (AFOP) as the primary technical assistance and training provider and has viewed AFOP as being in a §402 Partnership with ETA for the migrant and seasonal program. The §402 partnership has evolved to the point where it now has a formal partnership plan which will be carried out by four subcommittees: performance standards, technology, monitoring and technical assistance. An immediate goal of the partnership plan is the development of a comprehensive monitoring guide suitable for ETA to use in carrying out its oversight or by the grantees for self assessment/internal monitoring. The currently planned training for Board of Directors is expected to result in more grantee accountability and enhanced program performance.

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- To assist in achieving the FY 1999 Strategic Objective, Section 402 grantees will utilize a best practices guide that publicizes the accomplishments of grantees, provides information and training and technical assistance resources, and identifies best practices potentially worthy of replication.
- Training and technical assistance on a variety of topics, many of which will contribute to the achievement of the performance goal for the program will be provided for JTPA, Section 402 grantees. The theme for the training and technical assistance conference will be "Maintaining Program Integrity and Accountability".
- A special training and technical assistance program focusing on the duties and responsibilities of nonprofit organization governing board members will be provided for JTPA, Section 402 grantees. This training and technical assistance will be provided in a train-the-trainer format to promote the sustained benefit of the effort. It is envisioned that the provision of this training will encourage greater involvement and interest among grantee governing board members in grantee performance. It is expected that such attention will enhance the program's ability to achieve its planned performance goal.
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- Efforts will be made to improve MSFW grantee program and management capacity through replication of successful program practices and training techniques, promotion of peer-to-peer assistance, training, technical assistance, individual consultation and coaching by division staff, and other approaches.
- MSFW Program grantee linkages with other national programs, States and providers of other job training and related services will be developed and strengthened.

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FY 1999 Performance Goal:	Increase the number of SCSEP enrollees who are placed in unsubsidized employment.
Indicator:	Ratio of number of SCSEP enrollees placed compared to the number of authorized positions
Data Source:	SCSEP reporting system (Sponsor Support System)
Baseline:	20% of SCSEP enrollees placed in unsubsidized employment (FY 1997)
Comment:	The baseline represents both a regulatory requirement, and a condition of the grants awarded to SCSEP sponsors. Data are not available on a quarterly basis, and conform to a Program Year and not a Fiscal Year.

Means & Strategies

Sustained Efforts in FY 1999:

- In collaboration with SCSEP grantees, through a negotiated process, ETA will develop handbooks designed specifically to improve program management and performance.
- ETA will improve SCSEP and management capacity through replication of successful program practices and training techniques, promotion of peer-to-peer assistance, and other approaches.
- ETA will develop and strengthen SCSEP linkages with States and other employment and training providers, particularly with regard to linking grantees with the One-Stop Career Center System.

Significant New or Enhanced Efforts in FY 1999:

- ETA will customize, as appropriate, the electronic America's Career Kit software (AJB, ATB, ACIN, Learning Exchange and O*NET) to support the special needs of program enrollees.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	National Activities Research & Evaluation 16-0174-0-1-50 Program Administration Executive Direction and Policy 16-0172-0-1-504
FY 1999 Performance Goal:	R&E supports ETA goals by documenting how well training program investments are cost effective and result in increasing positive outcomes for the specific populations. Major R&E investments will yield: <ol style="list-style-type: none"> 1) an assessment of the long-term results of ongoing residential vs. non-residential programs targeted to low-income youth, such as Job Corps; 2) the effects of two youth demonstrations -- Quantum Opportunities Program for at-risk students and the Center for Employment Training model of out-of-school youth completed in 1998 will be replicated in several sites; and 3) research will be undertaken to test and refine new workforce development system performance measures for use by ETA and its State and local intermediaries to annually measure and improve program performance.
Indicator:	Evaluation studies will use employment and earnings as key outcome variables of concern. Other related economic and social indicators will also be used, including educational attainment, contact with the criminal justice system and incidence of pregnancy where appropriate.
Data Source:	Data will come from personal interviews with program participants and comparison groups and administrative data sources such as UI wage records, SPIR, and program files.
Baseline:	A baseline will be established in FY 1999 based on studies completed in that year which incorporate outcome measures.
Comment:	Supports all three Secretarial goals.

Means & Strategies

- R&E supports the individual ETA goals and objectives by documenting how well training programs (such as youth P&D and the Dislocated Worker Program) and service delivery initiative such as One-Stop and private sector incentives such as WOTC address the labor market needs of youth and adults and whether such investments are cost effective and result in increasing the employment self-sufficiency of specific populations. Support for performance measurement systems ensures that all operational levels of the job training system are working toward the employment and self-sufficiency goals of their participants,

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documenting where performance improvements are being made, and providing useful feedback on which service providers are achieving the best results. Evaluations draw upon various data sources to document: (1) the management and operations of programs to determine if all customers are being well served; and (2) if the programs are contributing to the long-term educational and labor market experiences of program participants and those receiving income support.

- To address the at-risk priority, funds will be used to document the long-term results of ongoing residential vs. non-residential programs targeted to low-income youth, such as Job Corps, as well as new pilots and demonstrations aiming to improve services to dropouts or unemployed youth lacking adequate workplace and occupational skills to get and keep jobs. Activities will follow-on to replications of the Quantum Opportunities Program for at-risk students and the Center for Employment Training model of out-of-school youth completed in 1998. Outcomes which are measured in evaluations correspond directly to the agency goals of long-term employment and earnings for adults and educational and skill attainments of youth.
- These funds will also be used to research, test, and refine new workforce development system performance measures, to be used by ETA and its State and local intermediaries to annually measure and improve program performance required under GPRA, building on the results of the Workforce Development Performance Measures initiative that was launched in 1996.

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<p>Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:</p>	<p>National Activities Pilots and Demonstrations 16-0174-0-1-504 Program Administration Executive Direction and Policy 16-0172-0-1-504</p>
<p>FY 1999 Performance Goal:</p>	<p>P&D supports ETA goals and objectives by identifying, and testing new and more effective and efficient approaches to the provision of workforce development services. Major P&D investments for testing ways to improve outcomes will be:</p> <p>1) youth demonstrations to test increased educational attainment and employability while decreasing teen pregnancies and contacts with the criminal justice system; and 2) adult demonstrations to increase employment and wages.</p>
<p>Indicator:</p>	<p>Most demonstration projects will use employment and earnings as some key outcome variables of concern. (Notable exceptions are the saturation demonstrations, such as out of school youth demonstrations that use more macro measures of economic and social improvement, such as area employment and unemployment rates, within the entire project participation area.) Other related economic and social indicators will also be used, as appropriate, including measures of educational attainment and educational completion, contact with criminal justice system, and incidence of pregnancy.</p>
<p>Data Source:</p>	<p>Generally, outcome data will come from: UI wage records for employment and earnings data; JTPA and ES data; project administrative data; and special surveys. Other data -- program participation and participant characteristic data -- will come from project/program data, administrative data bases, programs follow up data or special surveys.</p>
<p>Baseline:</p>	<p>A baseline will be established in FY 1999 based on projects completed in FY 1999 that have an evaluation component and incorporate the use of outcome measures. Many of these projects will also use some of the means and strategies discussed below.</p>
<p>Comment:</p>	<p>Supports all three Secretarial goals.</p>

Means & Strategies:

- For each P&D supported projects, specific goals and objectives are identified as part of the workforce development investment planning process and the proposal development process. By identifying employment and training interventions that can achieve these

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goals, operational adoption of these proven interventions through promotional/technical assistance and dissemination efforts can help to meet the ETA GPRA goals and objectives.

- For youth interventions, the performance measures may be one or more of the following: decreasing school dropouts and increasing educational attainment; increasing employability; decreasing contact with the criminal justice system; and decreasing teenage pregnancy. For adults, the measures are to increase employment and wages.
- Beginning in the FY 2000, a yet-to-be-determined percent of completed P&D projects (based upon their final evaluations) will result in improved outcomes for project participants, on average, compared to a comparison or control group. The percentage will be set based on the baseline study that is to be conducted in FY 1999.
- Target outcomes will be set consonant with reasonable expectations for a research environment. Demonstration projects are risky ventures that try new or promising interventions or approaches, some of which will be successful and some of which will not. Projects attempt to improve the economic and social position of America's workers. Research is an investment with potentially high rates of return, but with most of that return deriving from a minority of research projects. For those successful projects, not only will the results be disseminated, but they will be used for introducing program improvements, issuing technical assistance guides (TAG), or developing new policy and legislative initiatives.
- P&D will continue to introduce and use new service delivery approaches to improve outcomes for participants. These approaches will be based on proven methods to enhance the quality of project delivery systems and to ensure that performance results are adequately measured and the cost effectiveness evaluated.
 - a. Services will be targeted to participants in need of these services, using profiling and other mechanisms, to identify program/project participants. Targeting may also be used to direct individuals to the services that are most appropriate for them.
 - b. Quality services will be provided by use of skill standards and similar quality approaches.
 - c. Reporting quality will be enhanced by requiring contractors/grantees to ensure the quality of reported data by meeting JTPA/SPIR and UI methods and definitions. Such reporting data may relate to project participation, participant demographics and project outcomes.
 - d. Most evaluations will use comparison/control group methods and all relevant outcome data that, where appropriate, meet JTPA/SPIR standards.

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<p>Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:</p>	<p>Apprenticeship Services 16-0172-0-1-504 Program Administration Apprenticeship Services 16-0172-0-1-504</p>
<p>FY 1999 Performance Goal:</p>	<p>In collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders, BAT will conduct activity to increase participation in apprenticeship programs. Target level will be a 2% increase in apprenticeship programs. At a minimum, BAT will increase apprentice registrations by 1%. Increase the number of minorities and women by 1%. Increase the retention rate by 1%, and increase the average wage at registration by 1%.</p>
<p>Indicator:</p>	<p>Registration of programs, apprentices by race, ethnic group, and gender. Number of registrations, completions and cancellations of apprentices and wage at registration.</p>
<p>Data Source:</p>	<p>Apprenticeship Information Management System (AIMS)</p>
<p>Baseline:</p>	<p>394,064 apprentices, 35,948 programs, 27% minorities and 8% females. Upgrade AIMS and establish the following baselines during FY 1998: Apprentice average wage at registration, number of employers/unions participating in private and public sector programs, and retention rates of apprentices. AIMS summary reports are available on a quarterly and annual basis.</p>
<p>Comment:</p>	<p>The National Registered Apprenticeship System forms a unique partnership with State, Federal agencies, employers, employer associations, CBO and unions that protect and safeguard the welfare of apprentices working on jobs, with high wages and career versatility.</p> <p>AIMS is the statistical program that collects, analyzes and publishes detailed apprenticeship data on numbers of apprentices, by race/ethnic group and sex. AIMS also collects data by industry group data by industry group, age, wages and number of programs. The current system will be upgraded to include all data from States that do not participate in the current system.</p> <p>Supports all three Secretarial goals.</p>

SECTION II - ETA FY 1999 Performance Goals

Means & Strategies

Sustained Efforts in FY 1999:

- ETA will continue to administer the National Registered Apprenticeship Program by conducting its core business of technical assistance to States, apprenticeship sponsors/employers and apprentices.
- Utilizing the Expansion Team's Marketing Plan, ETA, in cooperation with its State partners, the National Association of State and Territorial Apprenticeship Directors, will continue to target new private and public sector employers, that offer occupations involving high-skill and high wage occupations.
- ETA will continue to expand its consulting and technical services to employers and unions which are facing significant skill shortages, including the telecommunication and child care industries.
- ETA will continue to work with the Women's Bureau in the joint administration of Women in Apprenticeship and Nontraditional Occupations (WANTO) Grants and in the child care initiative.

Significant New or Enhanced efforts in FY 1999:

- ETA with its State partners will implement its Child Care Development Specialist initiative based upon a number of regional meetings with the Child Care Stakeholders, held in 1998 to promote and develop Child Care Apprenticeship Programs.
- ETA will increase the number of minority and female youth and adults from improved referrals and coordination from Job Corps, JTPA, STW, and Equal Employment Opportunity and other targeting initiatives.
- ETA will continue to improve their website, improving accessibility of apprenticeship program information to the public.

SECTION II - ETA FY 1999 Performance Goals

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

Outcome Goal 1.2
Assist Youth in Making the Transition to Work

Youth Training Grants
 Summer Youth Employment Program
 Job Corps
 School-to-Work Opportunities
 Opportunity Areas for Out-of-School Youth

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Youth Training Grants 16-0174-0-1-504 Program Administration Youth Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	77% of JTPA Title II-C youth trainees will be employed or obtain advanced education or job skills
Indicator:	Percent of program trainees employed or advancing education or job skills
Data Source:	SPIR
Baseline:	76% of JTPA youth trainees entered employment or advanced education or job skills (PY 1995)
Comment:	The JTPA Program Year corresponding to FY 1999 is July 1, 1999 - June 30, 2000, with the result that performance data will be available in December 2000, or 15 months after the Fiscal Year. Positive program outcomes encompass a combination of employment and enhancements in education and job skills. However, to accurately capture all of these outcomes, substantial changes to the reporting system will be undertaken. SPIR data are now submitted annually. ETA will explore ways to obtain more frequent (quarterly) data submission by States so that performance can be monitored on a more timely basis.

Means & Strategies

- ETA will continue to provide a comprehensive structured series of interventions to meet the needs of in-school and out-of-school youth which will strengthen leverage related resources and better integrate services within the One-Stop career centers.

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- **ETA will customize, as appropriate, the electronic America's Career Kit software to support the special needs of program enrollees and make the software generally available.**
- **ETA will develop a short-term strategy which will maximize coordination among the current ETA programs serving out-of-school youth to effectively utilize shrinking resources and foster arrangements under proposed workforce development legislation.**
- **ETA will emphasize placing youth into private sector employment or returning them back to school by employing a variety of approaches to job training, including on-the-job training, occupational training based on successful models, and work experience programs. Local areas will have discretion about the combinations of job training and job development strategies.**
- **ETA will coordinate the current ETA programs and initiatives serving the out-of-school population and suggest ways to better integrate independent programs and initiatives which are often not coordinated.**
- **ETA will reach out to work with our partners at the Federal and State levels and in CBOs to bring together available resources to serve the out-of-school youth population at the local level.**
- **ETA will encourage SDAs to apply for grants through the Opportunity Areas for Out-of-School Youth initiative to build on public and private resources in empowerment zones/enterprise communities (EZ/ECs). Resources from both the public and private sectors efforts would be concentrated in these opportunity areas.**
- **ETA will widely disseminate information on Promising and Effective Practices Network (PEPNet). This technical assistance network will showcase programs of merit and provide examples for other programs to emulate. It will consist of programs that meet or exceed recognized standards of effectiveness and will serve as a catalyst to further program improvement.**

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Summer Youth Employment Program 16-0174-0-1-504 Program Administration Youth Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	50% of disadvantaged youth enrolled in the JTPA Summer Youth Employment Program (Title II-B) will enhance their basic skills in addition to working at summer jobs.
Indicator:	Percent of youth served in the Summer Youth employment program who enhance their basic skills.
Data Source:	JTPA Annual Summary Program Report for II-B.
Baseline:	410,469 disadvantaged youth were employed in summer jobs and of these 44% were enrolled in basic skills enhancement activities in the summer of 1997.
Comment:	

Means & Strategies

- ETA will provide guidance to States in carrying out effective summer youth jobs which emphasizes the need to provide linkages with STW and other employment and training activities.
- ETA will encourage States and SDAs to utilize proven approaches to contracting for summer programs to emphasize academic enrichment and make available examples of how work-based learning can be built into both classroom and on-the-job settings.
- ETA will provide feedback and ideas for actions to States and SDAs based on a report from focus groups which consist of participants from high performing areas.
- ETA will launch a National Summer of Work and Learning initiative to provide information and support critical to enhancing existing summer jobs programs to build broad-based support and participation in these programs, including forums with key stakeholders.
- ETA will utilize O*NET capabilities to identify potential measurement actions that could be employed and disseminate information to the employment and training system.
- ETA will work with a contractor to gather information on the availability of tests and means of measuring performance of youth in Summer Jobs Program and provide results to the employment and training system.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Job Corps 16-0174-0-1-504 Program Administration Youth Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	75% of Job Corps trainees will get jobs or pursue further education, with those obtaining jobs having an average starting wage of \$6.50 per hour.
Indicator:	Percentage of Job Corps trainees placed in employment or pursuing further education
Data Source:	Job Corps Outcome Measurement System
Baseline:	75% of Job Corps trainees got jobs or pursued education, and for those with jobs, the average wage was \$5.98 (FY 1995)
Comment:	Job Corps targets severely disadvantaged youth with a variety of barriers to self-sufficiency, including deficiencies in educational and job skills. For FY 1999, Job Corps will sustain its placement rate and increase the quality of those placements in terms of average hourly wages, thereby enhancing trainees' ability to become self-sufficient. In the interim, Job Corps is implementing program operations and data collection systems for adopting post program job retention and increased earnings as primary outcome indicators for the future (PY 2000-2001).

Means & Strategies:

The attainment of these goals will be achieved through (1) increased emphasis program-wide on student employability from day one and (2) continued emphasis on performance in the Job Corps competitive procurement process.

Sustained Efforts in FY 1999:

- ETA will continue its integration of STW principles of applied academics and work-based learning nationwide.
- ETA will continue its competency-based training in vocational, social development, and academic skills, including high school diploma or general equivalency diploma (GED) attainment.
- ETA will continue its strong emphasis on performance in its competitive procurement process for selecting contractors to provide Job Corps services.

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- ETA will continue to highlight best practices in Job Corps center and placement operations, as identified by the OIG and Job Corps own oversight assessments, and will highlight best practices in other youth development training activities, as identified by the General Accounting Office (GAO) and other governmental agencies or non-governmental associations.
- ETA will continue to conduct self-assessments of performance and, in conjunction with assessments made by OIG and GAO, will make program policy and procedural changes as appropriate.
- Modernization of vocational training will result in better meeting the needs of employers, and, in turn, will yield higher placement rates, greater job stability, and increased earnings.

Significant New or Enhanced Efforts in FY 1999:

- ETA will increase employer connections with Job Corps students through offers of customized training, use of mentors and job shadowing, and provision of work-based learning sites.
- As year two of a 5-year plan, ETA will modernize up to 150 classrooms to ensure students receive vocational training better suited to meet employers' current needs and labor market demands for new occupations.
- ETA will increase students' use of technology in training and in information access for jobs or further education.
- As year two of a 5-year plan, ETA will improve the Job Corps living and learning environment on a portion of the 118 campuses so that more students will remain enrolled through completion of their training, thereby achieving higher outcomes in terms of learning gains, high school diploma or GED attainment, or vocational completion leading to quality placement results.
- ETA will incorporate findings from reports to-date from the long-term evaluation study of Job Corps to enhance program design, as appropriate.
- ETA will customize, as appropriate, the electronic America's Career Kit software (AJB, ATB, ACIN, Learning Exchange and O*NET) to support the special needs of Job Corps graduates.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	School-to-Work Opportunities 16-0174-0-1-504 Program Administration Youth Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	Engage 1.5 million youth in STW activities
Indicator:	Number of students actively involved in STW activities
Data Source:	5-year STW national evaluation and program measures reported annually by participating States
Baseline:	700,000 students were involved in STW classes in which traditional academic subjects are complemented by career-related instruction (Progress Measures reported by 27 States through June 1996)
Comment:	Benchmarks were developed in 1997 for consistency in State reports. The STW initiative provides venture capital to support States in building a STW system. STW staff and State directors confer regularly, and States submit quarterly financial reports and annual progress measures reports. A variety of data sources will be utilized, as necessary, including the 5-year national evaluation, which will be expanded to include all local partnerships and for which follow-up surveys will be conducted in the fall of 1997 and 1999.

Means & Strategies

Sustained Efforts in FY 1999:

- ETA youth programs will provide a variety of interventions to address the intensive education, training, career preparation, and job needs of primarily disadvantaged and low-income youth, as well as addressing the transition from school to work for young people in elementary and secondary schools. The objective of these programs is to place youth in jobs that will provide a long-term career paths, to return youth who have left school to complete or advance their education, and to provide job and work-related skills that will prepare youth for the rapidly changing labor market.
- ETA will continue to work closely with ED to provide staff direction to the STW program, coordinate State and local partnerships, and expand the participation of employers by working with the National Employer Leadership Council and other groups.
- ETA will 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.

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- ETA will continue to find, publicize, and replicate promising and effective programs for disadvantaged youth.
- ETA will improve learning by connecting what goes on in the classroom to future careers and to real work situations, and will increase student access to a range of opportunities for postsecondary education and advanced training.
- ETA will continue to work closely with the Office of Vocational and Adult Education in areas such as vocational-technical education and professional development of teachers and with ETA programs such as JTPA Title II-B and C and Job Corps. Regional Staff from both the Departments will continue to provide support to States with STW grants as project officers.
- STW system-building efforts will incorporate initiatives such as Goals 2000 and Skill Standards and will build partnerships at the State and local levels that include parents, teachers, administrators, employers, organized labor and community leaders. At the national level, the STW office will expand the participation of employers by working with the National Employer Leadership Council and other groups.

Significant New or Enhanced Efforts in FY 1999:

- High schools, postsecondary institutions and out-of-school programs will be engaged in building STW systems by sponsoring a national information center, creating networks that include educators, employers and other key stakeholder groups, and sponsoring efforts to align postsecondary admissions policies with new methods of increasing high school student performance.
- In cooperation with local educators, employers and unions, ETA will develop programs to link School-to-Registered Apprenticeship programs and STW programs
- Youth intervention strategies will be improved through research into alternative interventions, emphasis on bench marking and identification of exemplary performance, technical assistance and training, the development and conduct of pilot and demonstration efforts, the evaluation of youth programs and strategies, and promotion of successful practices.
- ETA staff will enhance program performance by focusing on five key areas in 1999: (1) Risk Management including intensive site visits to all STW grantees; (2) providing and facilitating the provision of in-depth technical assistance; (3) ensuring sustainability of investments; (4) bench marking performance; and (5) developing public outreach strategies, particularly ones that are targeted to parents. A significant amount of staff time will be devoted to assisting grantee efforts to increase employer involvement in STW and to reach out to out-of-school youth.

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- Investments will be targeted to strengthening the linkages between STW and other Federal initiatives such as welfare reform and One-Stop Career Centers.
- As appropriate, the electronic America's Career Kit software (AJB, ATB, ACIN, Learning Exchange and O*NET) will be customized to support the special needs of the out-of-school youth population.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	National Activities Opportunity Areas for Out-of-School Youth 16-0174-0-1-504 Program Administration Youth Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	During the initial year of program operations, 25,000 out-of-school youth will be served in Youth Opportunity Areas
Indicator:	Employment for out-of -school youth
Data Source:	A program administrative reporting system will be established
Baseline:	Baseline to be established in PY 1999
Comment:	ETA recognizes that the FY 1999 Performance Goal focuses on outputs rather than outcomes. Following the establishment of a baseline in PY 1999, ETA will develop an outcome-oriented measure focusing on employment of out-of-school youth in the Youth Opportunity Areas. Opportunity Areas for out-of-school youth is a Secretarial initiative under Title IV-D of JTPA, which began with three pilot projects in 1996, an additional three in 1997, and an additional five sites in 1998. Current planning for the larger-scale \$250 million initiative is proceeding, pending legislation. It is anticipated that 15 to 20 grants will be awarded and that technical assistance and evaluation will be integral parts of the broadly-based initiative. A major objective will be to close the employment gap between minority and other youth.

Means & Strategies

Sustained Efforts in FY 1999:

- ETA will fund large-scale projects in high poverty urban and rural areas (primarily current and future EZ/ECs) to address the employment needs of out-of-school youth.
- As a condition for funding, ETA will emphasize the importance of grantees making employment and training services available to all unemployed youth who reside in the target community and of establishing an integrated administrative structure with other

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service providers already located in the community to encourage and expand employment initiatives.

- Grantees will be required to develop services which support employment and training objectives such as direct linkages with ALMIS and with the resources available through One-Stop career centers. Examples of relevant services include training in high wage occupations, on-the-job training, work experience, GED preparation and placement in career-ladder jobs.
- ETA will emphasize the importance of linkages with public and private sectors. Grantees will be encouraged to strengthen efforts to link with STW programs, local Job Corps centers, and model programs within the community.
- ETA will provide technical assistance to grantees to facilitate planning, implementation and attainment of goals which support out-of-school youth employment objectives.
- ETA will ensure that evaluation is an integral part of the assessment process.

Significant New or Enhanced Efforts in FY 1999:

- Grantees will be required, to develop services which support employment and training objectives such as indirect linkages with ALMIS and with the resources available through One-Stop Career Centers. Examples of relevant services include training in high wage occupations, on the job training, work experience, GED preparation and placement in career - ladder jobs.

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

Outcome Goal 1.3
Provide Information and Tools about Work

Employment Service: Allotments to States
 Employment Service: National Activities
 Employment Service: One-Stop Career Centers

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service Allotments to States 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Increase the number of individuals entering employment after receiving labor exchange services beyond registration by 1%
Indicator:	Number of individuals entering employment after receiving labor exchange services.
Data Source:	ES 9002 Report
Baseline:	3.25 million were placed in employment (FY 1996 actual)
Comment:	To support accomplishment of the goal for FY 1999 and continued increases in performance in future years, national performance measures for State Employment Security Agencies will be implemented in FY 1998. A new labor exchange data reporting and performance management system, based on these measures, will be ready for implementation nationwide beginning in PY 1999 (July 1, 1999). Prior to this time, performance goals based on the new measures will be incorporated into the WP planning process, which provides grants to States for operating public labor exchange services.

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<p>Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:</p>	<p>Employment Service Allotments to States, One-Stop Career Centers 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504</p>
<p>FY 1999 Performance Goal:</p>	<p>Increase the number of total jobs openings listed with the public employment service by 20 percent</p>
<p>Indicator:</p>	<p>Number of jobs openings listed directly to AJB via the Internet plus the number of job openings listed with SESAs</p>
<p>Data Source:</p>	<p>9002 Report; AJB Service Center</p>
<p>Baseline:</p>	<p>Approximately 7,000,000 job openings, with 6,000,000 from jobs listed through the SESAs (based on PY 1996 actual) and 1,000,000 from jobs listed directly with AJB (based on FY 1997 estimate).</p>
<p>Comment:</p>	<p>While most employers continue to list their jobs through their local employment service offices, AJB-- an Internet-based job finding and listing service--also allows employers to post their job openings directly over the Internet. This service has resulted in new employer customers using the public employment service and an increase in the inventory of job openings that can be accessed via AJB.</p>

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service National Activities 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Increase by 100% the number of eligibility certifications issued by the SESA system under the WOTC and WtW tax credit programs to 250,000.
Indicator:	Cumulative number of eligibility certifications issued annually to employers by the SESAs.
Data Source:	ETA 9057 and 9058 Reports
Baseline:	During FY 1996, SESAs issued approximately 125,000 eligibility certifications.
Comment:	The WOTC and WtW tax credit programs provide incentives for employers to hire persons from selected target groups that they might not otherwise hire. FY 1996 was the start-up year for the WOTC program; the WtW program began January 1, 1998. We expect demand for certifying new hires under the program to increase. As experience with the program grows, so will the effectiveness of State certification processes.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service One-Stop Career Centers 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Increase the number of operational One-Stop Career Centers to 1,000 (40% of local ES and JTPA SDA offices).
Indicator:	Number of local ES and JTPA offices that are operating as One-Stop Career Centers
Data Source:	ICESA and ESSI ETA SDA listings and regional office summaries
Baseline:	In early 1998, there were 500 One-Stop Career Centers
Comment:	One-Stop is an initiative designed to significantly improve the delivery of services at the local level by coordinating and consolidating diverse employment and training programs into a single workforce development system. As part of the formation of new One-Stop Career Centers, existing SESA and JTPA SDA offices may be closed, consolidated, or combined.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service One-Stop Career Centers 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Increase the number of resumes in ATB by 40 percent using PY 1997 as a baseline.
Indicator:	Number of job seekers posting their resumes in ATB
Data Source:	AJB Service Center
Baseline:	Program Year 1997 totals will be the baseline.
Comment:	ATB is an Internet-based service to job seekers that allows individuals to post their resumes which are then accessible to registered employers seeking workers. Service will become nationwide in March 1998.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service One-Stop Career Centers 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Expand implementation of the shared performance measurement system and provide technical assistance
Indicator:	20 States (40%) have implemented the shared performance measurement system
Data Source:	Pilot testing reports to Office of One-Stop. Development of an information collection strategy and technical assistance materials, is planned for PY 1998.
Baseline:	To be established from Pilot process in PY 1998
Comment:	The initial shared performance measurement development process will be completed in April 1998. A pilot testing process is being developed with a target start date in early PY 1998.

Means & Strategies

Sustained Efforts in FY 1999:

- ETA will encourage the use of statutory waivers of WP and JTPA to build One-stop systems, improve services, and increase performance.
- ETA will continue its support of the adoption and implementation of continuous improvement initiatives throughout the workforce development system, including building upon, enhancing, and more effectively integrating efforts initiated under Enterprise, Simply Better!, PEPNet, and UI PERFORMS.
- ETA will continue to expand its public outreach and information efforts to increase the number of employers using the WOTC and WtW tax credit programs, and will work closely with its State partners to improve the timeliness and accuracy of WOTC and WtW certifications.
- ETA will assist and support the expansion and refinement of current electronic labor exchange and information tools, such as AJB, ATB, ACIN, and O*NET which help employers and job seekers in the labor market.

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- **ETA will invest in training to improve the skills of front line workers, both in ES and One-Stop local offices. Training emphasis will be on addressing the needs of the new welfare-to-work customer and accessing and using the new Internet-based tools.**
- **ETA will work with ICESA, the States, the National Employer Council to improve the working relationship with its employer customers and to better understand the needs of those customers.**
- **ETA will increase the breadth of services accessible through its One-Stop Career Center systems. The agency will strengthen coordination and linkages with STW, adult education, vocational education, welfare, registered apprenticeship, vocational rehabilitation, economic development programs, and other employment and training programs such as Job Corps. Agency staff will continue meeting with counterparts in the responsible Federal and State agencies to ensure that the principles of universality, customer choice, program integration, and accountability are clearly understood and implemented.**
- **As Federal funding ends for implementation States, ETA will continue to assist States in developing alternative system-building resources. ETA will also continue to identify other collateral sources of Federal dollars (e.g., Department of Commerce's Telecommunications and Information Infrastructure Assistance Program and DOT grants) which may provide potential seed capital for One-Stop growth and innovation.**
- **The agency is developing an education campaign for employers about DOL Internet-based services which may assist in employee recruitment. This campaign emphasizes that these services are not only easy to use, but that they are free because they are supported through Federal unemployment taxes. The campaign discusses the distinct advantages of AJB, ATB, and ACIN.**
- **Continued funding of State One-Stop implementation grants will result in a continued conversion of standalone ES or JTPA offices into One-Stop Career Centers which provide access to high quality, comprehensive employment and training services.**
- **ETA will continue national and State-based outreach to employers to introduce them to services and/or recent developments.**
- **ETA will continue training of front-line staff in the use of ATB and its integration into the daily operation of One-Stop Career Centers.**
- **ETA will continue outreach to colleges to secure usage of both AJB and ATB in their placement operations.**

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- **ETA will develop and implement software that permits the integration of an Internet-based claim for Unemployment Compensation and the creation of a ATB reserve in up to five States.**
- **ETA will develop, as appropriate, customized versions of America's Career Kit to attract special populations.**
- **ETA will continue outreach to employers to use the AJB and ATB as a way of attracting more resumes.**

Significant New or Enhanced Efforts in FY 1999:

- **ETA will implement a new data collection and reporting system for labor exchange services based on the performance measures developed in FY 1998.**
- **ETA will streamline the processing of alien labor certification, providing employers with quick turnaround decisions.**
- **ETA will continue to invest in the electronic backbone of America's Career Kit (AJB, ATB, America's Learning Exchange, and ACIN) and work with our public partners or through new public-private partnerships to provide high quality, current LMI that meets the needs of job seekers and enhances customer choice.**
- **ETA and partners will continue to expand both self-service tools in the One-Stop environment and seek an increase in the number of customers using those services. The products and tools under America's Career Kit will benefit from periodic enhancements which encourage increased patronage by job seekers and employers.**
- **ETA will continue to collaborate with State, local, and other Federal partners (HHS, ED, HUD, DOT, Veterans' Employment and Training Service - VETS) in the development and implementation of a workforce development system shared performance measurement system which will facilitate decision-making at all levels, foster accountability, measure return on investment, focus on outcomes, provide the basis for continuous improvement, and moves toward fewer, more crosscutting measures across programs.**
- **ETA is planning the development of an information collection strategy to measure customer satisfaction with information and services available to employers and job seekers through One-Stop Career Centers and on-line ALMIS services (AJB, ATB). The development of the strategy and collection of baseline data are scheduled for completion by the end of PY 1998. Once in place, States will report customer satisfaction information quarterly.**

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- **ETA will continue building and improving components of "America's Career Kit" of employment services and labor market tools, such as AJB, ATB, ACIN, Learning Exchange, to make the services more attractive to both employers and job seekers.**

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

Outcome Goal 1.4
Provide Information and Analysis on the U. S. Economy

America's Labor Market Information System

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service One-Stop Career Centers America's Labor Market Information System 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Increase by 10% usage of LMI products by job seekers and employers.
Indicator:	Increased usage of ACIN and State-based LMI web pages.
Data Source:	Web usage reports from the Career InfoNet and State sites
Baseline:	Baseline usage will be established prior to beginning of FY 1999.
Comment:	Like a library, the measure of success for a collection of LMI is the extent to which it is used by the public. Making the information better and easier to use should be rewarded by more use.

Means & Strategies

Sustained Efforts in FY 1999:

- In cooperation with the States, ETA will continue improvement of ALMIS in accordance with the plan detailed in the Secretary's report to Congress on LMI issued in July 1995.
- ETA will continue support through grants to all States for a nationally consistent set of core LMI core products and services. The products and services including wage information, projections of industry and occupational growth, a standard database for the storage and retrieval of LMI, programs for training staff in state of the art data collection, analysis and display techniques, wide spread, high quality dissemination of the information, and training for users of the information.

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- **ETA will continue research in LMI to refine current products and services, improve their quality or accuracy, increase their timeliness, reduce the burden of data collection, or improve the dissemination of information.**
- **ETA will continue expansion and improvement of ACIN as part of the overall America's Career Kit to help job seekers and employers find the information they need to successfully navigate the labor market.**
- **ETA will continue expansion and improvement of AJB and ATB to form the basis for a broad-based, self-service nationwide labor exchange system which integrates the information components of the Career InfoNet and the lifelong learning aspects of the Learning Exchange.**
- **ETA will continue support for a system to facilitate for the interstate search for wage records to verify the employment and wages of participants in employment, education and training programs.**
- **ETA will continue to make available the data produced as part of the ALMIS effort to public and private users to form the basis of value-added products consistent with recognized standards for the publication of such data.**

Significant New or Enhanced Efforts in FY 1999:

- **ETA will integrate O*NET, the replacement for the Dictionary of Occupational Titles, into ALMIS and deliver various O*NET data through AJB, ATB, Career InfoNet and Learning Exchange.**
- **ETA will integrate the LMI planning grants under JTPA into the ALMIS core product and service grants to the States.**
- **DOL has proposed consolidation of funding for AJB into the ALMIS component of One-Stop Career Centers FY 1999 budget to ensure efficient administration of this critical Internet product.**
- **ETA will expand usage of all aspects of America's Career Kit by all aspects of One-Stop Career Center system. ETA will development software that permits the Career Kit to be seamlessly integrated into the operations of the physical One-Stop centers, their computer-based resource rooms and their staff-assisted services.**
- **ETA will expand usage of America's Career Kit by those outside the public employment and training system including school counselors, community colleges, public libraries, CBOs, faith-based organizations and other private organizations. ETA will create**

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partnerships with public and private entities to expand the usage and to improve the quality of the Career Kit.

- **ETA will significantly expand America's Learning Exchange to provide a marketplace where those seeking training (job seekers or employers) and those who have or who are willing to develop it can easily find each other. ETA will coordinate the Learning Exchange with the other aspects of America's Career Kit to ensure that it is fully operable. ETA will coordinate the Learning Exchange project with ED's LAA initiative.**

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Strategic Goal 2: A Secure Workforce
Promote the Economic Security of Workers and Families

Outcome Goal 2.2
Protect Worker Benefits

Unemployment Compensation
 Alien Labor Certification

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Unemployment Compensation 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Meet or exceed the Secretary's Standards for promptness in paying worker claims for UI and deciding appeals
Indicator:	Proportion of first payments for unemployment insurance made within specified elapsed times, and of benefit appeals decisions rendered within specified elapsed times.
Data Source:	ETA 9050 Report (claims promptness) and ETA 9054 (appeals promptness)
Baseline:	Secretary's Standards: Intrastate claims -- 87% of initial intrastate payments will be made within 14 days of the first compensable week ending date in States with a waiting period and within 21 days in States without a waiting period. Interstate claims --70% of initial payments will be made within 14 days of first compensable week-ending date in States with a waiting period, and within 21 days in non-waiting week States. Lower Authority Appeals -- 60% of decisions will be rendered within 30 days and 80% within 45 days.
Comment:	All facets of these measures are scheduled to be validated through the UI Data Validation program starting in 2000.

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<p>Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:</p>	<p>Unemployment Compensation 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504</p>
<p>FY 1999 Performance Goal:</p>	<p>Increase the proportion of UI claimants receiving reemployment assistance by raising the proportion of claimants registered with the WP service providers and the proportion of such registrants receiving reemployment services. To raise the proportion of UI claimants receiving reemployment services to 41% by FY 1999, both partners need to work together, and maintain ratio (1) at 74%, and raise ratio (2) to 56%.</p>
<p>Indicator:</p>	<p>The proportion of UI claimants receiving a reportable WP service is the product of two ratios: (1) the proportion of claimants registered with WP service providers (PY 1996: 74%), for which UI has lead responsibility; and (2) the proportion of registered claimants receiving reemployment services (PY 1996: 55%), for which WP has lead responsibility.</p>
<p>Data Source:</p>	<p>Monetarily eligible claimants are from the ETA 218 report; claimants registered with the WP system and provided a reportable service are on ETA 9002 report.</p>
<p>Baseline:</p>	<p>In PY 1997, the overall ratio was 40%; 74% of UI claimants registered with WP providers, and of those, 54% received a reportable reemployment service.</p>
<p>Comment:</p>	<p>This goal is well within reach. Ratio (2) has been rising over the past four years as WP services to claimants have risen. Emphasizing registration of UI claimants will help raise ratio (1) even if labor market conditions remain strong; worsening conditions will probably cause it to rise. Neither the 218 nor 9002 report is currently validated; ETA plans to begin validating the 218 report in 2000 as part of its UI Data Validation program.</p>

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Unemployment Compensation 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	To promote adequate wage replacement rates, increase the number of States specifying in law, without restriction, a maximum weekly benefit amount (WBA) of at least 2/3 the State's average weekly wage in covered employment to 10 by the end of FY 1999.
Indicator:	The number of States specifying in law, without restriction, a maximum WBA of at least 2/3 the State's average weekly wage in covered employment.
Data Source:	State unemployment insurance laws.
Baseline:	At the end of CY 1997, 9 States specified such maximum WBAs in their laws.
Comment:	Research has shown that the most frequent cause of a low average wage replacement rate is a low, especially fixed, "cap" on the maximum WBA. Legislating this provision will improve equity to higher-wage UI claimants. The "data" for this measure are known to be valid.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Unemployment Compensation 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	The Average Weekly Benefit Amount (AWBA) in UI will be \$199 by the end of FY 1999.
Indicator:	National average of WBAs received by all claimants for regular State UI, Unemployment Compensation for Federal Employees, and Unemployment Compensation for Ex-Servicemen
Data Source:	ETA Report 5159
Baseline:	In FY 1997, the AWBA was \$192.
Comment:	The AWBA, although an important outcome measure, is a result of several factors, many of which are out of the Department's control and difficult to influence. The \$199 figure is the Department's budget estimate of the AWBA for FY 1999. The net effect of the Safety Net initiative on the AWBA is unclear: achieving the objective of raising the share of low-wage workers who receive UI benefits will tend to depress the AWBA; persuading States to raise their maximum benefit caps will tend to raise the AWBA.

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<p>Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:</p>	<p>Unemployment Compensation 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504</p>
<p>FY 1999 Performance Goal:</p>	<p>Increase system solvency by identifying and promulgating appropriate reserve levels (expressed in terms of the Average High Cost Multiple, AHCM) to encourage States to position reserves to sustain benefit payments in case of recession.</p>
<p>Indicator:</p>	<p>The measure of reserve adequacy is the AHCM, a year's worth of benefit payments at the average of the 3 highest years' benefit payment rates in the past 20 years or 3 most recent complete business cycles, whichever is larger.</p>
<p>Data Source:</p>	<p>All balance, benefit payment, wage and tax collection data are reported on the ETA 2112 report or the ES 202 report.</p>
<p>Baseline:</p>	<p>On 12/31/96, the system as a whole had reserves equal to 0.87 of the AHCM, and 30 States had reserves of at least 1.0 times their AHCM.</p>
<p>Comment:</p>	<p>The AHCM which represents an appropriate solvency level has yet to be determined; during FY 1998 ETA will solicit comment within and outside the Federal government to help determine the appropriate level. Data on the 2112 report are considered highly valid and are regularly checked as part of general ledger balancing. The ES 202 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 Bureau of Labor Statistics (BLS)-designed programs to prepare the data tapes submitted to BLS.</p>

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Unemployment Compensation 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	The percentage of quarterly UI Tax and Wage Reports filed on a timely basis by employers voluntarily complying with filing and payment dates will improve to 90 percent by the end of FY 1999.
Indicator:	The percentage of quarterly UI Tax and Wage Reports filed on a timely basis by employers (Tax Performance computed measure).
Data Source:	ETA 581 report
Baseline:	89% of Tax and Wage reports were filed on time in FY 1997.
Comment:	The denominator of this ratio, contributory employers, is validated by the UI Workload Validation program. The numerator--count of reports received timely--is not now validated but is scheduled to be validated through the UI Data Validation program beginning in 2000.

Means & Strategies

Sustained Efforts in FY 1999:

- As part of a Federal-State partnership, ETA will provide leadership for the review and reform of UI administrative financing. States will be more inclined to legislate broader eligibility provisions if they are assured that funding will be available to handle the increased workloads.
- DOL will seek reform of the EB program, to base it upon a trigger rate that is more responsive to changing labor markets. This will increase the eligibility of all workers for UI benefits during economic downturn by lengthening their periods of eligibility. DOL will seek reforms to the UI administrative financing system in order to correct the erosion in the infrastructure of the program which has occurred due to past problems related to underfunding.
- Working within the Federal-State partnership, ETA will provide leadership to encourage the review of, and potential change to, current State legislative and policy provisions and operational procedures affecting equity and access to the unemployment compensation system, while maintaining Trust Fund integrity.
- In collaboration with State partners, ETA will develop and implement improvements to UI's shared performance management system, UI PERFORMS, to enhance program

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performance planning, facilitate performance achievement, and formulate, sustain, and assess the effectiveness of program improvement efforts and thereby facilitate decision-making at all levels, foster accountability, measure return on investment, and focus on outcomes.

- ETA will provide leadership, technical assistance and resources to State efforts to bring automated systems into Year 2000 compliance and implement contingency plans which assure the continued functioning of State systems through the change to the new millennium.
- ETA will continue to work with States to improve operations of the Worker Profiling System, which screens UI claimants to identify those most likely to exhaust benefits, and thus most needing reemployment services, and makes benefit eligibility for at-risk workers contingent on participation in available reemployment services.

Significant New or Enhanced Efforts in FY 1999:

- DOL will propose legislation that would enhance the UI safety net to ensure the availability of benefits in the event of a recession, make the program more accessible, especially to low-income workers, and improve State administration operations. This legislation would change the trigger for the standby EB to make it more responsive to rising State unemployment and would also encourage States to improve solvency of their unemployment trust funds and their ability to pay benefits in a recession. Finally, the legislation will seek additional administrative resources for the States to operate and improve service delivery within their UI programs, and improve access to UI benefits for low wage workers.
- ETA will develop and promulgate solvency targets in 1998, and develop procedures for coordinated financial incentives in the form of additional administrative grant funds for States which exceed their target or are making significant progress toward it by 2002.
- DOL will request a special Reed Act distribution of \$106 million, designed to "close the gap" between estimated administrative funding needs and the actual FY 1999 allocation permitted under current discretionary budget request.
- DOL will also resubmit its request to provide States with \$91 million in integrity funds to enhance the prevention, detection and recovery of overpayments and recovery of accounts receivable and conduct other activities improving program integrity and contributing to program solvency. Recent budget stringencies have forced States to reduce these activities below cost-effective levels, and so Trust Fund gains are expected to exceed this outlay.

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- ETA expects to make significant progress in measuring the costs of UI program administration during 1999 and use this information to more satisfactorily calculate both national and State administration costs.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service National Activities Alien Labor Certification 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Implement a fee charging system for all non-agricultural labor certification activities
Indicator:	Employers wishing to hire aliens will be charged for the cost of processing the application.
Data Source:	An automated fee tracking system will have to be developed to control and monitor this new fee system.
Baseline:	ETA has contracted to determine cost of processing a labor certification application. These costs will be used to determine fees to be required of requesting employers.
Comment:	Legislative approval will be necessary before fees can be required. A request for authorization to collect and retain fees is included in the FY 1999 Budget request.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Employment Service National Activities Alien Labor Certification 16-0179-0-1-999 Program Administration Employment Security 16-0172-0-1-504
FY 1999 Performance Goal:	Implement a reengineered, streamlined process for permanent labor certification.
Indicator:	Determinations will be made on applications in no more than 3 months after receipt.
Data Source:	Foreign Labor Certification Tracking System
Baseline:	The new system will allow processing to be done within 3 months. It is now taking up to 3 years to process a permanent case.
Comment:	Implementation of the new process is contingent on changes being made to the current regulations. Implementation is also contingent upon the Department receiving authorization to collect and retain fees. A request for authorization to collect and retain fees is included in the FY 1999 Budget request.

Means & Strategies

Sustained efforts in FY 1999:

- ETA will continue to work within current regulations to address the backlog at both the SESA and Regional Office levels.
- Working with SESA and Federal staff, ETA has developed a reengineered process for permanent labor certification. ETA will continue to perfect this reengineered process to allow us to implement the process in FY 1999.

Significant New or Enhanced Efforts in FY 1999:

- ETA will revise regulations must be published and comments responded to before the new process can be implemented.
- DOL will introduce legislation to allow the collection of fees, and a fee schedule will be developed and published for comment.
- ETA will create and implement an automated system to support the new process and the collection of fees.

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Strategic Goal 2: A Secure Workforce
Promote the Economic Security of Workers and Families

Outcome Goal 2.3
Provide Worker Retraining

Dislocated Worker Assistance
 Trade Adjustment Assistance

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Dislocated Worker Assistance 16-0174-0-1-504 Program Administration Adult Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	Under JTPA Title III for dislocated workers: 74% of program terminees will be employed at an average wage replacement of 93% at termination; 76% will be employed one quarter after program exit at an average wage replacement rate of 97%.
Indicator:	Percentages of program terminees employed and percentages of wages replaced at termination and follow-up.
Data Source:	SPIR
Baseline:	In FY 1995, 72% of dislocated worker program terminees entered employment upon completion of the program, with a 92% average wage replacement rate, and 74% were employed one quarter after program exit with a 96% wage replacement rate
Comment:	The dislocated worker program seeks to maximize placement and wage replacement through community adjustment and retraining activities. The JTPA Program Year corresponding to FY 1999 is July 1, 1999 to June 30, 2000, with the result that performance data will be available in December 2000, or 15 months after the Fiscal Year. SPIR data are now submitted annually. ETA will request OMB approval for more frequent (quarterly) data submission by States so performance can be monitored on a more timely basis. The Workforce Development Performance Measures Initiative workgroup will be issuing its draft report in spring 1998, which will result in pilot testing of new measures.

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Means & Strategies

Sustained Efforts in FY 1999:

- The dislocated worker program seeks to maximize placement and wage replacement through community adjustment and retraining benefits.
- ETA will achieve continuous improvements in the levels and quality of employment and earnings outcomes for participants by:
 - a. Using discretionary grant awards to leverage improvements in quality service standards and outcomes in all program activity;
 - b. Integrating all available funding sources to support assistance to dislocated workers; and
 - c. Working with other Federal agencies to leverage Federal, State, and local efforts for economic development and community adjustment.
- ETA will expand the capacity of the delivery system to provide responsive, high quality services to participants by:
 - a. Conducting research to identify effective service strategies for all dislocated workers;
 - b. Implementing capacity building initiatives through partnerships with delivery system and other providers; and
 - c. Promoting continuous improvement strategies to enhance performance.
- ETA will improve the effective use of funds available to provide assistance to dislocated workers by:
 - a. Ensuring early intervention assistance for all dislocated workers;
 - b. Submitting and processing requests in a timely manner for supplemental funding where there is a demonstrated need; and
 - c. Providing timely oversight to all program activities.

Significant New or Enhanced Efforts in FY 1999:

- ETA will design and operate management systems adequate to drive performance improvements and ensure effective use of funds by:

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- a. Supporting a national customer satisfaction measurement system;
- b. Implementing an integrated management system for all dislocated worker assistance; and
- c. Implementing a framework of criteria for evaluation and selection of demonstration and technical assistance and training projects.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Trade Adjustment Assistance 16-0179-0-1-999 Program Administration Adult Employment and Training 16-0172-0-1-504
FY 1999 Performance Goal:	Under NAFTA and TAA programs: 72% of program terminces will be employed.
Indicator:	Percent of program terminces employed
Data Source:	A new reporting system for TAA/NAFTA-TAA is being developed and will be implemented upon OMB approval.
Baseline:	No baseline available for TAA/NAFTA-TAA but new reporting system is being developed which will provide data on performance measures.
Comment:	The new reporting system which is being developed will provide data for this performance measure. Quarterly data submission is a feature of the new proposed reporting system for TAA/NAFTA-TAA.

Means & Strategies

Sustained Efforts in FY 1999:

- ETA will achieve continuous improvements in the levels and quality of employment and earnings outcomes for participants by integrating all available funding sources to support assistance to trade-impacted workers.
- ETA will expand the capacity of the delivery system to provide responsive, high quality services to participants by:
 - a. Supporting capacity building initiatives by maximizing the leveraging available resources within delivery system with other providers; and

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- b. Promoting continuous improvement strategies to enhance performance.
- ETA will improve the effective use of funds available to provide assistance to trade-impacted workers by:
 - a. Expanding outreach efforts, including with respect to workers secondarily affected by trade, to ensure early intervention assistance for all trade-impacted workers;
 - b. Issuing timely determinations of worker eligibility to apply TAA for NAFTA-TAA services and benefits; and
 - c. Providing timely oversight to all program activities.

Significant New or Enhanced Efforts in FY 1999:

- ETA will design and operate management systems adequate to drive performance improvements and ensure effective use of funds by:
 - a. Implementing a TAA and NAFTA-TAA reporting and performance measurement system which provides information sufficient to measure program effectiveness; and
 - b. Supporting development of an integrated management system for all dislocated worker assistance.

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Strategic Goal 3: *Quality Workplaces*
Foster Quality Workplaces That are Safe, Healthy, and Fair

Outcome Goal 3.3
Support a Greater Balance Between Work and Family

Apprenticeship Services

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Operations/Apprenticeship Services 16-0172-0-1-504 National Activities/Pilots and Demonstrations 16-0174-0-1-504 Program Administration Apprenticeship Services 16-0172-0-1-504
FY 1999 Performance Goal:	By replicating the West Virginia and other successful child care models, increase the number of States with child care apprenticeship programs to 29, and increase the number of child care apprentices by 10% (to at least 2,114)
Indicator:	Number of States with apprenticeships for child care providers and number of apprentices enrolled
Data Source:	AIMS
Baseline:	At the end of FY 1997, 19 States had child care apprenticeship programs with 1,914 apprentices enrolled
Comment:	AIMS collects data by industry groups, wages, and apprentice characteristics. In FY 1999, AIMS will be upgraded to ensure accuracy and reliability of performance information on some 394,000 apprentices nationwide. It is expected that data will be available on a quarterly basis.

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Means and Strategies

Sustained Efforts in FY 1999:

- With additional program development funds for the Child care Apprenticeship initiative, ETA will develop and document model programs, implement a strategy for building capacity at the State level to implement child care apprenticeship programs, evaluate progress in reaching program goals, and provide assistance to program graduates wishing to become independent providers, thus expanding capacity for quality child care and creating careers for the underemployed and unemployed.

Significant New or Enhanced Efforts in FY 1999:

- ETA will convene the major players in the targeted States in a collaborative effort, to develop a system/infrastructure that will produce highly qualified child care providers. ETA will facilitate linkages among secondary and post secondary educational systems, regulatory agencies, for profit and not for profit child care centers, and CBOs by providing guidance, leadership and technical assistance, on an on going basis.

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4. Management Initiatives

ETA's Strategic Plan and APP establish a management framework that links program, administrative and management organizations. A major management challenge in FY 1999 will be to establish a process to assure ETA's performance and level of accountability for program results.

The ETA Management Goal reflects the Department's Management Goal which is to maintain a strategic management process that links strategic program planning, resource allocation, and accountability.

The most significant performance goals for FY 1999 in support of ETA's Strategic Management Goal follow.

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

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4.1 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

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Administration 16-0172-0-1-504
FY 1999 Performance Goal:	All mission-critical systems will process Year 2000 dates correctly.
Indicator:	Computer systems process calendar dates of January 1, 2000 and beyond, and produce correct calculation results
Data Source:	System tests using test records with dates greater than 1999
Baseline:	All ETA mission critical systems
Comment:	ETA is working closely with Departmental staff to ensure that the necessary programming is completed and tested within required time frames.

Means & Strategies:

- ETA will adjust systems develop priorities to ensure that Year 2000 applications are completed and tested on schedule. ETA will continue to support all existing systems while proceeding with its automation strategies.
- ETA will convene Enterprise Management Information System Strategy Sessions to obtain input from end-users for the final frame work of the system. ETA will also assess new end-user needs for both fiscal and performance data as a result of GPRA so that the new system may be used to provide performance information.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Administration 16-0172-0-1-504
FY 1999 Performance Goal:	Complete the detailed design and begin implementation of an 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 new 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. Federal users and grantee/contractor partners will be provided the opportunity to participate in the design of modules that apply to them.

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4.2 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.

Outcome Goal
Maintain the integrity and stewardship of ETA's financial resources

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Administration 16-0172-0-1-504
FY 1999 Performance Goal:	Either financial systems and procedures meet the "substantial compliance" standard as prescribed in the FFMIA 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.
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:

- Examining the adequacy of internal controls in light of continuing staffing reductions, turnover and technological advances;
- Maintaining current information on real property assets held by State Employment Security Agencies (SESA) and in which the Federal government maintains an equity interest;
- Improving debt management activities to increase collections and comply with new legislative requirements;

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- Implementing improvements and reducing backlogs in the number of grants and contracts to be closed out; and
- Improving cash management of the States in depositing and withdrawing funds from the Unemployment Trust Fund administered by the Treasury Department.

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4.3 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

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Administration 16-0172-0-1-504
FY 1999 Performance Goal:	Increase by 15 percent the overall percentage of employees participating in competency-based training (e.g., 20 percent to 23 percent).
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:	ETA has begun the identification of core competencies that employees must have to successfully perform their jobs and is committed to invest the bulk of its training resources to address these competencies. Information systems are being developed to track the numbers of employees taking and completing training and to get feedback from participants on the delivery and usefulness of the training. This information on effectiveness will help guide future training investments and assist in developing employee training plans.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Administration 16-0172-0-1-504
FY 1999 Performance Goal:	Increase by 2 percent, the resolution rate of informal equal opportunity complaints.
Indicator:	Number of informal equal opportunity complaints filed by DOL employees that are resolved.
Data Source:	Civil Rights Center -- collected statistics
Baseline:	To be determined in FY 1998.
Comment:	The number of complaints is uncontrollable. However, success can be measured by the percentage of those cases that do not go formal.

Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Administration 16-0172-0-1-504
FY 1999 Performance Goal:	Reduce charge back compensation costs for ETA employees by 1%.
Indicator:	Amount of charge-back compensation costs.
Data Source:	Office of Workers' Compensation Program Charge Back System
Baseline:	To be determined in FY 1998.
Comment:	In collaboration with Departmental programs, ETA will aggressively pursue strategies that have proven successful for returning employees to work.

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Supporting Budget Activity/ Decision Unit Titles and P&F Schedule#:	Program Administration 16-0172-0-1-504
FY 1999 Performance Goal:	Increase by 10 percent, the number of employees who indicated they had increased or substantial participation in the planning and management of their offices.
Indicator:	Percent increase in the relative number of employees who indicate increased or substantial involvement.
Data Source:	ETA employee climate survey
Baseline:	To be determined in FY 1998.
Comment:	ETA initiated climate surveys as part of its reinvention efforts. These surveys have and will continue to be useful in assessing the results of agency efforts to foster agency cultural change.

Means & Strategies

- ETA will work to improve informal equal opportunity complaints by linking with core skills training sessions to stress the importance of early communication between employees and managers in potential complaint situations.
- 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 Develop Plans for staff that focus on building skills.

4.4 Management Concerns

Performance Measurement: An effective performance measurement system is key to achieving strategic goals. In collaboration with States and other Federal agencies, work is continuing to design a system that better fosters accountability, measures return on investment, focuses on outcomes, and moves toward fewer, more cross-cutting, program measures.

Job Corps: Most recently, GAO and OIG have raised concerns in two program areas: outreach admissions and placement; and vocational training. Job Corps is working with both oversight agencies to revise policy requirements, procedures and performance measures to address the concerns that have been raised.

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School-to-Work and One-Stop: The FY 1999 request asks for less money for both these initiatives as multi-year "venture capital" grants to States awarded in the early years of the initiatives end. By design, as Federal funds decline and phase out, States and communities are to increasingly take responsibility for financing these new systems from other monies. A continuing management concern and challenge is the sustaining of these systems beyond Federal financing.

Unemployment Compensation: SESA progress toward Year 2000 compliance will continue as the UI program's preeminent management issue. Currently ETA considers a number of States to be "at risk", i.e., lacking an acceptable level of progress toward compliance or revealing some significant weakness in their planning and actions toward compliance.

SESA Real Property: The Federal government maintains equity in SESA real property as a result of State amortization of real property costs with Federal grant funds. In response to OIG criticism, management is undertaking a renewed effort to update and maintain, on a continuing basis, financial records documenting this equity.

Alien Certification: ETA is concerned with both the effectiveness and timeliness of the processing applications received. Efforts are underway to improve administrative procedures and legislation will be proposed to authorize the collection of fees from employers to make this program self-financing in 2001.

Program Consolidation: A major and continuing issue is the efficiency of services given the number of programs that finance similar and related services. The Administration remains optimistic that system reforms will occur through new legislation to consolidate programs, as well as on going efforts to introduce systems that reflect the one-stop principles of customer focus, integration and accountability for performance.

5. Agency Cross-Cutting Themes

As the nation enters the twenty-first century, we can take pride in our commitment to the full utilization of the workforce to increase self-sufficiency and spur economic growth by meeting the requirements of a changing economy. While much remains to be done in utilizing all Federal funds related to employment and training in the most efficient and effective manner possible, we can point to many promising signs that the nation's workforce development system has evolved and matured since passage of the first piece of legislation addressing the matching of employer needs with workers--the Wagner-Peyser Act, passed in the 1933. The critical need for workforce development services creates an imperative for ETA leadership in integrating program delivery mechanisms to reduce overhead to an absolute minimum, tapping into resources available through other Federal, State and local sources, and working closely with our partners in the public and private sectors to squeeze value for every dollar, because all available funds added together can serve only a fraction of those needing assistance to fully participate in the American dream. For example, as of December 1997, 6.5 million people were unemployed; about 3.6 million families

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were on welfare; and 7.4 million breadwinners and their families were living below the poverty level despite their participation in the labor force.

Looking across ETA's three strategic goals (a prepared workforce; a secure workforce, and quality workplaces), the following themes are evidence of ETA's leadership:

- **Integration of delivery systems and measurement of program success;**
- **Utilization of technology and data systems across government to increase program efficiency and obtain information needed to determine program effectiveness; and**
- **Cross-program integration to incorporate the best features of each program and leverage greater impact for limited program dollars and closer coordination with stakeholders in the public and private sectors.**

Integration of Delivery Systems and Measurement of Program Success

- **ETA will simplify and consolidate grant planning and reporting and extend statutory and regulatory waivers to improve the delivery of comprehensive services to customers by working with other Federal agencies with complementary programs, including HHS, HUD, ED, and DOT.**
- **ETA and its State partners are implementing the concept of a One-Stop Career Center system to provide job seekers and employers with access to all Federal, State and local resources related to workforce development. One-Stop Centers' single intake and referral process enables individuals to obtain services tailored to their needs, regardless of funding stream, without duplicative entry points, reducing management costs and frustration among those needing assistance.**
- **As One-Stop Career Centers roll out nationwide over the next few years, ETA will expand the breadth of services available to increase program efficiency by strengthening coordination and linkages with related education, welfare, vocational rehabilitation, and economic development programs, as well as the full range of ETA-led programs, including Job Corps, apprenticeship, and WtW.**
- **ETA is leading an initiative to measure system-wide outcomes of all related employment and training programs to focus resources on results and simplify reporting requirements, thus reducing administrative costs. At every level of policy and workgroup membership, the initiative involves ETA program managers for research and development projects, the ES, UI, apprenticeship, veterans' programs JTPA training programs, STW programs, Job Corps, and older workers, along with State grantees and partners. The initiative also includes representatives from HHS, ED, HUD, DOT and VA. In addition, the National Workforce Development Performance Measurement Group brings together our Federal,**

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State, and local partners to develop and implement a shared performance measurement system which facilitates effective decision-making at all levels, fosters accountability, measures return on investment, and moves toward fewer, more cross-cutting program measures.

- As part of a Federal-State partnership, ETA will provide leadership for the review and reform of UI administrative financing and the examination of eligibility provisions to expand the safety net for low-wage workers who lose their jobs. ETA will continue to work closely with the Department of Treasury, OMB, the Council of Economic Advisors and National Economic Council on its safety net proposal and solvency targets. State agencies and other stakeholders will be closely consulted to pursue reforms of UI and WP programs and develop a consensus for reform.

Utilizing Technology and Data Systems Across Government to Increase Program Efficiency and Obtain Information Needed to Determine Program Effectiveness.

- ETA will continue to lead cooperative efforts with the States to link data from a variety of programs and activities, including unemployment compensation, AJB, ATB, UI Tax and Wage Records, and the national Skills Standards Board. Electronic links will be forged with the Department of Treasury for electronic transfer of accounting data between the UI Trust Fund accounting system and the DOL system, the IRS, Social Security Administration (SSA), and private industry for UI's Simplified Tax and Wage Reporting System. Electronic exchange of data with SSA will increase the speed and accuracy of determinations on UI claims, reducing fraud in an era of electronic benefit filing.
- ETA will continue to work with Treasury and SSA to develop uniform wage record forms, simplify tax reporting and enhance electronic reporting, in order to reduce employers' costs of submitting tax forms and provide ETA and other agencies with more timely information for ensuring program integrity. ETA will continue to work with BLS to improve general accuracy and accessibility of UI data, particularly wage record data used for economic indicators such as identifying inter-area commuters, and for program outcome data on post-program earnings for a variety of workforce development programs.
- ETA will fulfill its commitment to integrate all available funding sources to support assistance needed by dislocated workers, including those affected by trade, to reconnect with jobs. A data collection system is being put into place to obtain performance information, for the trade programs, which will lead to implementation of an integrated management system for all dislocated worker assistance.
- ETA will utilize technology to support efforts to simplify and consolidate grant planning and reporting activities, and the Workforce Development Performance Measurement

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Initiative, using Internet capabilities to collect and disseminate performance and financial information.

Cross-Cutting Program Integration and Closer Coordination with Stakeholders

- **ETA will promote apprenticeship as a path to high-skill, high wage careers for youth and adults, with special emphasis on increasing apprenticeships for minorities and women. Linkages with trainees from Job Corps, JTPA youth and adult programs, STW programs, the Women's Bureau grants for WANTO, and HUD's Step Up Program, designed to increase registered apprenticeships for public housing residents, will continue to be developed. ETA will continue to coordinate apprenticeship certification activities for Employment Standards Administration's Wage and Hour and other enforcement agencies regarding apprenticeship registration requirements for Davis-Bacon activities. DOL will also continue to work with DOT's Federal Highway Administration to coordinate and provide technical assistance on recruitment and outreach for the Intermodal Surface Transportation Efficiency Act. Linkages will be strengthened between the BAT and the Bureau of Prisons, Department of Justice (DOJ), State correctional agencies, the armed forces, and the VETS to develop apprenticeship opportunities to reintegrate individuals into the civilian economy with a portable, nationally recognized credential. BAT will also continue its work with the Bureau of Indian Affairs, Department of Interior, on apprenticeships.**
- **Program linkages will be strengthened between DOL workforce development programs and HHS' Head Start programs to provide quality child care, with HUD and Agriculture to leverage economic development funds for job creation in EZ/ECs, and with the Small Business Administration (SBA) to facilitate establishment of child care apprenticeship programs and encourage program graduates of these and other programs to become independent providers/micro-entrepreneurs.**
- **STW programs will continue to link with JTPA youth programs, Job Corps and Federal and State apprenticeship agencies to continue building skills for self-sufficiency for disadvantaged youth seeking other career alternatives. Youth Opportunity Area programs will link with DOJ programs to reduce juvenile delinquency.**
- **Workforce development programs will link more closely with the employer community to ensure that skills obtained lead to available jobs. The STW program will expand participation of employers by working with the National Employer Leadership Council and other employer groups. The Job Corps will engage employers through advisory councils to Job Corps Centers and revision of curricula to meet job demands in locales to which youth will be returning upon program completion. The BAT and the Federal Committee on Apprenticeship, in collaboration with State Apprenticeship Agencies, will coordinate employer and union involvement in the Department's WtW, STW and other**

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workforce development activities. Through grants to the National Alliance of Business, National Association of Private Industry Councils, National Employers Council, and ICESA, DOL will engage employers in the design and operation of workforce development programs to ensure their responsiveness to both employers and persons served.

- **ETA will continue linkages with its VETS partners to ensure priority services to veterans. ETA will forge links with the WtW program to ensure that WtW customers receive effective labor exchange services and employers are apprised of the WOTC as an incentive to hire welfare recipients. ETA will give priority attention to reemployment services for claimants of UI to reduce the duration of unemployment and UI costs to employers. In addition, ETA will work with its partners to study the effectiveness and efficiency of ES labor exchange services and realign its programs accordingly.**
- **ETA will work with other Federal agencies, including the Department of Commerce, SBA, HUD, Treasury and other government entities to leverage Federal, State and local efforts for economic development and community adjustment in areas affected by worker dislocations, including trade-impacted regions, and work with the Community Adjustment and Investment Programs at North American Development Bank.**

Appendix A
Summary of ETA FY 1999 Performance Goals and Measures

Strategic Goal	Outcome Goal	FY 1999 Performance Goal
<p>Prepared Workforce: Enhance opportunities for America's workforce</p>	<p>1.1 Increase employment, earnings, and assistance</p>	<ul style="list-style-type: none"> • 56% of welfare to work program terminees will be employed • 64% of JTPA adult disadvantaged terminees will be employed one quarter after program exit with average weekly earnings of \$292 • 53% of terminees from JTPA, Section 401 Indian and Native American Program will enter employment • 77% of terminees from JTPA, Section 402 MSFW Program will enter employment • Increase the number of SCSEP enrollees who are placed in unsubsidized employment • R&E supports ETA goals by documenting how well training program investments are cost effective and result in increasing positive outcomes for the specific populations. Major R&E investments will yield: <ol style="list-style-type: none"> 1) an assessment of the long-term results of ongoing residential vs. nonresidential programs targeted to low-income youth, such as Job Corps; 2) the effects of two youth demonstrations -- Quantum Opportunities Program for at-risk students and the Center for Employment Training model of out-school youth completed in 1998 will be replicated in several sites; and 3) research to test and refine new workforce development system performance measures for use by ETA and its State and local intermediaries to annually measure and improve program performance. • P&D supports ETA goals and objectives by identifying and testing new and more effective and efficient approaches to the provision of workforce development services. Major P&D investments will be: <ol style="list-style-type: none"> 1) youth demonstrations to test increased educational attainment and employability while decreasing teen pregnancies and contacts with the criminal justice system; and 2) adult demonstrations to increase employment and wages. • In collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders, BAT will conduct activity to increase participation in apprenticeship programs. Target level will be a 2% increase in apprenticeship programs. At a minimum, BAT will increase apprentice registrations by 1%. Increase the number of minorities and women by 1%. Increase the retention rate by 1%, and increase the average wage at registration by 1%.

Strategic Goal	Outcome Goal	FY 1999 Performance Goal
Prepared Workforce: Enhance opportunities for America's workforce (continued)	1.2 Assist youth in making the transition to work	<ul style="list-style-type: none"> • 77% of JTPA Title II-C youth trainees will be employed or obtain advanced education or job skills • 50% of disadvantaged youth enrolled in the JTPA Summer Youth Employment Program (Title II-B) will enhance their basic skills in addition to working at summer jobs. • 75% of Job Corps trainees will get jobs or pursue further education with those obtaining jobs having an average starting wage of \$6.50 per hour • Engage 1.5 million youth in STW activities • During the initial year of program operations, 25,000 out-of-school youth will be served in Youth Opportunity Areas
	1.3 Provide information and tools about work	<ul style="list-style-type: none"> • Increase the number of individuals entering employment after receiving labor exchange services beyond registration by 1% • Increase the number of total job openings listed with the public employment service by 20 percent • Increase by 100% the number of eligibility certifications issued by the SESA system under the WOTC and WtW tax credit programs to 250,000 • Increase the number of operational One-Stop Career Centers to 1,000 (40% of local ES and JTPA SDA offices) • Increase the number of resumes in ATB by 40 percent using PY 1997 as a baseline • Expand implementation of the shared performance measurement system and provide technical assistance
	1.4 Provide information and analysis on the U.S. economy	<ul style="list-style-type: none"> • Increase by 10% usage of LMI products by job seekers and employers

Strategic Goal	Outcome Goal	FY 1999 Performance Goal
Secure Workforce: Promote the economic security of workers and families	2.2 Protect worker benefits	<ul style="list-style-type: none"> • Meet or exceed the Secretary's Standards for promptness in paying worker claims for UI and deciding appeals • Increase the proportion of UI claimants receiving reemployment assistance by raising the proportion of claimants registered with the WP service providers and the proportion of such registrants receiving reemployment services. To raise the proportion of UI claimants receiving reemployment services to 41% by FY 1999, both partners need to work together, and maintain ratio at 74%, and raise ratio (2) to 56% • To promote adequate wage replacement rates, increase the number of States specifying in law, without restriction, a maximum weekly benefit amount of at least 2/3 the State's average weekly wage in covered employment to 10 by the end of FY 1999. • The AWBA in UI will be \$199 by the end of FY 1999 • Increase system solvency by identifying and promulgating appropriate reserve levels (expressed in terms of the Average High Cost Multiple, (AHCM) to encourage States to position reserves to sustain benefit payments in case of recession • The percentage of quarterly UI Tax and Wage Reports filed on a timely basis by employers voluntarily complying with filing and payment dates will improve to 90 percent by the end of FY 1999
	2.3 Provide worker retraining	<ul style="list-style-type: none"> • Under JTPA Title III for dislocated workers, 74% of program trainees will be employed at an average wage replacement of 93% at termination; 76% will be employed one quarter after program exit at an average wage replacement rate of 97% • Under NAFTA and TAA programs, 72% of program trainees will be employed

Strategic Goal	Outcome Goal	FY 1999 Performance Goal
Quality Workplaces: Foster quality workplaces that are safe, healthy, and fair	3.3 Support a Greater balance between work and family	<ul style="list-style-type: none"> • By replicating the West Virginia and other successful child care models, increase the number of States with child care apprenticeship programs to 29, and increase the number of child care apprentices by 10% (to at least 2,114)

Management Goal	Outcome Goal	FY 1999 Performance Goal
Strategic Management Process: Maintain a strategic management process that links strategic program planning, resource allocation, and accountability	Improve mission performance and communication through deployment of information systems which are secure, compatible, and cost-effective	<ul style="list-style-type: none"> • 100% of mission critical systems will process Year 2000 dates correctly • Complete the detailed design and begin implementation of an agency-wide information and management system.
	Maintain the integrity and stewardship of ETA's financial resources	<ul style="list-style-type: none"> • Either ETA financial systems and procedures meet the "substantial compliance" standard as prescribed in the FFMLA or corrective actions are scheduled to promptly correct material weaknesses identified.
	Establish ETA as a Model workplace	<ul style="list-style-type: none"> • Increase by 15% the overall percentage of employees participating in competency-based training (e.g., 20 percent to 23 percent) • Increase by 2%, the resolution rate of informal equal opportunity complaints • Reduce charge back compensation costs for ETA employees by 1% • Increase by 10% the number of employees who indicated they had increased or substantial participation in the planning and management of their offices

Appendix B
Summary of ETA FY 1999 Performance Goals by Program

Strategic Goal	Outcome Goal	ETA Program
Prepared Workforce: Enhance opportunities for America's workforce	1.1 Increase employment, earnings, and assistance	Welfare-to-Work Adult Training Grants Native Americans Migrant and Seasonal Farmworkers Senior Community Service Employment Program Research and Evaluation/Pilots and Demonstrations Apprenticeship Services
	1.2 Assist youth in making the transition to work	Youth Training Grants Summer Youth Program Job Corps School-to-Work Opportunities Opportunity Areas for Out-of-School Youth
	1.3 Provide information and tools about work	Employment Service: Allotments to States Employment Service: National Activities Employment Service: One-Stop Career Centers
	1.4 Provide information and analysis on the U.S. economy	America's Labor Market Information System
Secure Workforce: Promote the economic security of workers and families	2.2 Protect worker benefits	Unemployment Compensation Alien Labor Certification
	2.3 Provide worker retraining	Dislocated Worker Assistance Trade Adjustment Assistance
Quality Workplaces: Foster quality workplaces that are safe, healthy, and fair	3.3 Support a greater balance between work and family	Apprenticeship Services Pilots & Demonstrations

Management Goal	Outcome Goal	ETA Office
Strategic Management Process: Maintain a strategic management process that links strategic program planning, resource allocation, and accountability	Improve mission performance and communication through deployment of information systems which are secure, compatible, and cost-effective	Office of Management Information Systems
	Maintain the integrity and stewardship of ETA's financial resources	Office of Comptroller Office of Grants and Contract Management
	Establish ETA as a model workplace	Office of Human Resources