

Employment and Training Administration

Business Relations Group



“ All the worker wants is to be helped, to be given the skills necessary to realize his or her dreams. The High-Growth Job Training Initiative in this administration is aiming to do just that. It's a collaborative effort with community colleges to help team up people with the jobs that are needed, to make sure that the changes in our economy don't leave people behind. ”

- **President George W. Bush**

Labor Day 2003

“ The Department is working closely with states, community colleges, unions and industry to target our training on real opportunities. That means making training more accessible, through the more than 3,590 comprehensive and affiliated One-Stop Career Centers throughout the country and other initiatives. It means partnering with businesses that offer the jobs, as in our High-Growth Job Training Initiative. ”

- **U.S. Secretary of Labor Elaine L. Chao**

2003 Workforce Innovations Conference

“ We have created a High-Growth Job Training Initiative to identify high-growth businesses and industries, evaluate their skill needs, and use the nation's workforce investment system and community colleges to ensure that people are being trained with the skills these rapidly-expanding businesses require. This initiative is part of our commitment to help American workers obtain good jobs at good wages with solid career paths in order to leave no worker behind. ”

- **Assistant Secretary of Labor Emily Stover DeRocco**

2003 U.S. Chamber of Commerce Summit

The Employment and Training Administration

The Employment and Training Administration (ETA) exists to provide America's economic engine (business) with the highest quality workers possible, and to link the two together for their mutual benefit. This relationship allows workers to live more productive and prosperous lives and businesses to be more competitive in the global economy, ensuring no worker is left behind.

To this end, 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 investment systems.

ETA's vision is to promote pathways to economic liberty for individuals with families working to achieve the American Dream. On behalf of American taxpayers, ETA will administer effective programs that have at their core the goals of enhanced employment opportunities and business prosperity.

To guide its actions, ETA has adopted the following set of principles:

1. We will be faithful to the American taxpayer and support programs that are outcome-focused and results-oriented.
2. We will encourage business growth through the creation of an agile workforce — one that can respond quickly and effectively to the changing needs of business and the new economy.
3. We will strive to turn individuals into career entrepreneurs by equipping them with the information they need to develop the knowledge, skills, and abilities sought after in the new economy.
4. We will bolster opportunities for those less fortunate so they can gain the

freedom to make sound economic decisions for themselves and their families.

5. We will uphold the principles of federalism and understand that states and local communities are the most competent administrators of our domestic concerns.
6. We will administer a workforce system that partners and connects with public and higher education systems to prepare the workforce of the 21st Century with career opportunities and skills in high job growth sectors.
7. We will ensure that our youth workforce training programs have a strong educational component, since it is clear that income and opportunities increase exponentially with education credentials.
8. We will support strong families and vibrant communities by working with community- and faith-based organizations.

ETA's work supports the Department of Labor's (DOL) strategic goals of:

- 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

Business Relations Group

As part of the No Worker Left Behind initiative, Emily Stover DeRocco, Assistant Secretary of the U.S. Department of Labor's Employment and Training Administration, created the Business Relations Group (BRG) to develop innovative approaches to helping business and industry better access the services of the state and local workforce investment system and to increase the capacity of the workforce investment system to provide solutions to the workforce challenges faced by business.

The BRG serves America's workers by creating partnerships between the workforce system and businesses. It coordinates with appropriate federal, state, and local public and private sector partners to implement agency and system-wide strategies to:

1. identify businesses and industries in high-growth sectors of the economy and translate their workforce needs to the public workforce system;
2. help the public workforce system respond effectively to business and industry needs for a skilled workforce;
3. help communities use workforce investment system resources as an economic development tool; and
4. work with the U.S. Department of Education to explore vocational education strategies that respond to business and industry needs for a skilled American workforce.

For more information on the activities and services of the Business Relations Group, contact:

U.S. Department of Labor
Employment and Training Administration
Business Relations Group
200 Constitution Ave., NW
Room S-4206
Washington, DC 20210
(202) 693-3949
businessrelations@dol.gov

High-Growth Job Training Initiative

The High-Growth Job Training Initiative is a strategic effort to improve the publicly funded workforce system's responsiveness to the needs of the labor market so that the workforce investment system can become demand-driven. The initiative is specifically designed to build collaborations among employers, industry leaders, business associations, educators, trainers, the community and technical college system, and the public workforce system. The purpose of these partnerships is to support models that operationally demonstrate how a demand-driven workforce system can more efficiently serve the workforce needs of business while also effectively help workers find good jobs at good wages.

The High-Growth Job Training Initiative seeks to leverage the publicly funded workforce system more effectively in collaboration with private and public sector partners, to prepare new and incumbent workers with the general and industry-specific knowledge and skills demanded by employers. This initiative focuses on high-growth industries where specialized skills training curricula needs to be developed or upgraded to ensure that workers have the right skills for the right jobs at the right time.

Based upon high-growth industry projections, economic development needs, and micro-enterprise efforts, the following sectors are the initial project focus:

- Health Services
- Information Technology (IT) & IT Business-Related Services
- Biotechnology
- Geospatial Technology
- Automotive
- Retail Trade
- High-Tech Manufacturing
- Construction
- Transportation

Outcomes from the High-Growth Job Training Initiative will be:

- Targeted investment of workforce development resources and support for private and public sector partnerships to ensure the development of workers skills in demand occupations based on industry need.

- Increased integration of community and technical college efforts with business and the public workforce system activities to meet the skills training needs of high-growth industries.
- Increased opportunities for employers to use registered apprenticeship training as a skills development methodology, combining on-the-job training and academics, to ensure a pipeline of skilled workers.
- Providing workers with paths to career enhancing opportunities in high-growth occupations.

By expanding the local workforce system's capacity to be market-driven, responsive to local economic needs, and a contributor to the economic well-being of the community, the Employment and Training Administration is promoting workforce quality, enhanced productivity, and economic competitiveness.

The Employment and Training Administration, in its efforts to meet the demands of the 21st century workforce, is now conducting Industry Forums with various targeted high-growth industries. These Industry Forums allow business and industry an opportunity to share their current and future workforce needs with the workforce system. Using the information gathered by these forums, ETA, industry, and the public workforce system is identifying the workforce gaps and developing training initiatives and strategies to address the needs of business. By building strong relationships between the private and public sectors, the public workforce system can better respond to evolving labor market needs and become demand-driven.

Partnerships for Jobs

The publicly funded workforce investment system is a state and local network of resources to assist businesses in recruiting, training, and retaining a skilled workforce. Some large multi-state employers requested assistance from the Employment and Training Administration (ETA) to connect nationally to the state and local network of One-Stop Career Centers where such services are provided.

In response to this request, ETA created the *Partnerships for Jobs* initiative to: (1) assist in making this connection and (2) develop national business partnerships designed to ensure that large multi-state businesses remain connected to the full-range of services available through local and state workforce systems.

The benefits of the *Partnerships for Jobs* initiative are:

- Reduced recruiting costs and access to qualified workers
- Support in recruitment and screening of qualified workers and increased retention of workers
- Access to labor market information to help guide business decisions on expansion and location
- Access to training partnerships to ensure availability of qualified workers
- Assistance in developing a diverse workforce
- Tax credits for hiring targeted workers with barriers to employment
- Assistance when downsizing or rightsizing a company, as necessary

ETA has established a network of national regional liaisons, state coordinators, and local workforce system representatives who are ready to connect national businesses to the many services that are available through the publicly funded workforce investment system.

The Business Relations Group is also working to:

- Learn more about the needs of the business customer and educate business about the workforce system;
- Identify methods to help broker the connection to the state and local workforce systems and facilitate effective relationship-building;
- Provide support to state and local partners serving the business customer; and
- Track the effectiveness of the partnership.

For more information on ETA's *Partnership for Jobs* initiative, contact the Business Relations Group at (202) 693-3949.



The Occupational Information Network (O*NET) is a database of occupational requirements and worker attributes. It describes occupations in terms of the skills and knowledge required, how the work is performed, and typical work settings. It can be used by businesses, educators, job seekers, human resources professionals, and the publicly funded Workforce Investment System to help meet the human resources needs of our competitive global economy.

The O*NET System Includes:

*The O*NET database* contains characteristics for occupations across the U.S. economy. The database can be downloaded free-of-charge (www.onetcenter.org) and used to enhance a variety of HR-related systems. Many career information, HR, and assessment systems incorporate O*NET information in their current products.

*O*NET OnLine* (online.onetcenter.org) provides easy access to information in the database and links to national and state information on salary and employment outlook for an occupation.

*O*NET Career Exploration Tools™* help workers identify occupations that match their work-related interests, abilities, and what they consider important on the job.

The O*NET System Promotes Business Efficiency

Using O*NET information, businesses can reduce recruitment costs, retain employees, and perform frequent HR tasks such as:

- writing position descriptions
- designing skills training programs
- developing criteria for promotions
- outlining possible career ladders
- employee development
- succession planning

The O*NET System Supports Skills Training and Curriculum Development

Businesses, community colleges, and other training providers can use O*NET information to identify the relevant knowledge, skills, abilities, and tasks to develop effective training curricula.

*O*NET OnLine* provides a link to identify occupations for which apprenticeship is an available training alternative.

The O*NET System Facilitates Career Development

Using *O*NET OnLine*, individuals can develop skills-based resumes and outline professional development plans. Users can also access other online career information resources.

Military personnel can use O*NET crosswalks to find civilian occupations that correspond to their service specialties.

Creating a Demand-Driven Workforce Investment System to Meet the Workforce Needs of the 21st Century

by Emily Stover DeRocco, Assistant Secretary

Employment and Training Administration, United States Department of Labor

Our country's ability to be competitive in a global economy depends on the competitiveness of our workforce. To succeed, our policies must embrace the emerging changes in our economy – in how we actually work, where we work, what skills we need, and how we balance our professional and family lives.

As the 21st century unfolds, the American workforce will be vastly different than it is today. Three powerful forces will transform the workforce and the manner in which we work:

- Globalization – increased competition from and interaction with global corporations;
- Diversity – increased minority participation in the workforce; and
- Technology – increased use of technology and increased demand for high-skilled workers with some post-secondary education and training.

These forces have significant implications for our economy and the way ETA approaches its mission. Our challenge is to anticipate these changes to ensure that our programs, services, and guidance to the workforce investment system address contemporary workforce issues and contribute to economic growth.

One of the most significant challenges ETA faces is the changing complexion of the workforce. In the coming years, the U.S. workforce is going to become much older and diverse, creating a new and equally diverse set of challenges.

Over the next 30 years, for the first time in modern history, the older, retirement-age population will increase more quickly than the younger working-age population.


becoming a demand driven system

According to the U.S. Census, the median age of the population is now the highest it has ever been. As the baby boom ages, the share of the

population aged 65 or older is projected to increase from 12 percent in 2000 to about 20 percent in 2030. The shift in demographics, driven by below replacement-rate birthrates and longer life expectancies, has significant implications for our economic prosperity. With a more slowly growing workforce, it will become ever more critical that the workforce investment system find a way to integrate every available worker into the workforce to enable the continued competitiveness of U.S. businesses and to ensure that no worker is left behind.

The increasing diversity of our workforce brings additional language barrier challenges as well. The labor force group, Asian and other, and the Hispanic labor force are projected to increase faster than other groups, 44 percent and 36 percent, respectively, because of high immigration and higher than average birthrates. The Black labor force is expected to grow by 21 percent, more than twice as fast as the 9 percent growth rate for the White labor force. The share of the labor force will increase from 5 to 6 percent for the Asian and other group and from 11 to 13 percent for Hispanics.

Integrating all available workers into the workforce will require significant resources to equip immigrants and other non-English



speaking workers with the skills they need to launch rewarding careers so all workers can claim their piece of the American dream.

Another challenge involves the long-term shift from goods-producing to service-producing employment associated with a dramatic increase in the demand for

knowledge workers – people whose jobs require formal and advanced schooling. Eighty percent of our jobs require some post-secondary training or education. Our future prosperity demands the world’s most skilled and productive workforce.

Knowledge workers now account for a third of the American workforce. The demand for skilled workers is outpacing supply, resulting in attractive, high-paying jobs going unfilled. When companies do not find the talent they need within our borders, they seek it abroad. Global competition will reinforce the economic premium on knowledge workers, leaving low or unskilled U.S. workers increasingly vulnerable.

The worker shortage and the shift to knowledge work will reinforce the ongoing trend of “non-traditional” work arrangements. Today, few workers can count on spending their entire careers within one company and many will change careers more than once. Full-time, stable, long-term employment arrangements will continue to decline. Instead, a growing number of workers will be part-timers, temporaries, consultants, or contractors. Workers will also be forced to become lifelong learners, because they will be required to upgrade their skills (especially technical skills) in order to stay at their current jobs or move up career ladders.

It is critical that employment, education, and economic development be linked.

While employers and workers bear ultimate responsibility for adapting to these challenges, ETA has a leadership responsibility to support the needs of the changing workforce and position the U.S. for continued economic development and growth. It is critical that employment, education, and economic development be

linked. The knowledge-based workplace will require a higher level of technical skills creating opportunities for many to succeed, but carrying the potential for some to fall further behind.

In order for us to provide essential leadership to meet future challenges, we must shift into a more forward-looking role that emphasizes:

- The importance of a strong academic foundation for workers;
- The value and opportunities in high-growth careers that require some post-secondary education but not necessarily four-year degrees;
- A better understanding of the skill needs of employers;
- Opportunities in high-growth industries and the career ladders they offer;
- Partnerships with businesses and training providers – especially Community Colleges – to identify and create curricula to meet employer needs; and
- New and innovative options in proven programs such as apprenticeship.

ETA has created the Business Relations Group to lead the workforce investment system’s transition to a demand-driven system and to institutionalize this shift at the federal, state and local level.

The Workforce Investment System

In 1998 Congress passed the Workforce Investment Act, the first major reform of the nation's job training system in over 15 years. It was designed to replace the patchwork federal system that developed over the previous sixty years with a locally designed and driven system to improve the quality of the workforce and enhance the productivity and competitiveness of the nation.

The Workforce Investment Act became fully effective on July 1, 2000. It passed by a wide bipartisan majority in part because it was designed to permit communities and states to build a workforce investment system that respects individual choices, reflects local conditions, and results in increased employment, retention, and earnings of participants while increasing occupational skills attained by participants.

The Workforce Investment Act redesigned the nation's workforce system to:

- (1)** streamline multiple employment and training programs into an integrated One-Stop Career Center system, simplifying access to services for job seekers and employers;
- (2)** empower individuals to get the services and skills they need to improve their employment opportunities through qualified training programs of their choosing;
- (3)** increase accountability of states, localities, and training providers for their performance based on job placement rates, earnings, retention in

employment, skills gained, and credentials earned;

- (4)** involve local elected officials and the private sector in business-led boards for the local areas focusing on strategic planning, policy development, and local oversight;
- (5)** allow state and local flexibility to implement innovative and comprehensive workforce investment systems to meet the needs of their communities; and
- (6)** improve youth programs by creating Youth Councils that are linked more closely to local labor market needs and the community.

Partnerships at all levels – local, state, and federal – and across the system are the hallmark of the workforce investment system. All levels are required to coordinate and collaborate with agencies and entities that have not been a part of the traditional workforce development system. Accountability and responsibility for outcomes at all levels of the system now exist, with each level having unique and integral roles and responsibilities.

The Workforce Investment System Leadership

Federal

U.S. Department of Labor, Employment and Training Administration (www.doleta.gov)

Provides federal funding, primarily to states, for employment and training programs and services. The largest division of the U.S. Department of Labor (\$12 billion annual budget), the Employment and Training Administration (ETA) provides oversight to the national workforce investment system, which includes over 1,800 One-Stop Career Centers across the nation. ETA also provides emergency grants to states and local areas that experience disasters and/or large business closings, operates Job Corps, and manages the National Apprenticeship System. Special national programs

administered by ETA provide services to targeted populations, such as older workers, Native Americans, migrant and seasonal farmworkers, and veterans.

Business Relations Group

Created to help business and industry better access the services of the state and local workforce investment system and to increase the capacity of the workforce investment system to serve the workforce needs of business.

State

Governor

Designates a state agency as the lead workforce administrative entity and appoints the members of the business-led State Workforce Investment Board. Negotiates with the U.S. Secretary of Labor on performance levels to be achieved by the state.

State Workforce Agency

Serves as the lead state administrative agency for the federally funded job training, employment, unemployment insurance, and labor market information programs.

State Workforce Investment Board

Comprised of high-level business leaders (51%), state employment and training or workforce development leaders, and representatives from organized labor, education, state legislatures, and youth service providers that assist the Governor in developing and updating a comprehensive five-year strategic workforce investment plan and oversees workforce investment activities in the state.

Local

County Commissioners/Mayors

Appoints members of Local Workforce Investment Boards that govern the workforce system within the local areas designated by the governor.

Local Workforce Investment Board

Comprised of business leaders (51%), state employment and training or workforce development leaders, and representatives from organized labor, education, state legislatures, and youth service providers that design the local One-Stop Career Center delivery system and determine how employment and training funds are invested in the local area based on local needs.

One-Stop Career Centers

One-Stop Career Centers are the focal point of the workforce investment system, supporting the employment needs of job seekers and the human resource needs of business. The Employment and Training Administration (ETA) is working with One-Stop Career Centers to realign and improve the workforce system's capacity to meet the changing needs of business by assisting with recruitment, training, and retention of skilled workers.

One-Stop Career Centers provide the following services:

Recruitment and Screening

- Recruits, screens, and refers a variety of job seekers, ranging from entry-level workers to highly skilled professionals
- Recruits full-time, part-time, and seasonal workers
- Posts job openings
- Hosts job fairs
- Partners with businesses to clarify job descriptions and eligibility criteria
- Screens applicants to ensure that the right workers with the right skills are selected for interviews

Training

- Provides training that supports the human resource needs of business
- Provides training services (pre-employment, incumbent worker, apprenticeship, on-the-job, and customized training)

Other Valuable Services

the **focal point**
of the **workforce**
investment
system

- Increases the potential labor pool, expands job retention, and enhances quality of the workforce
- Provides employers with access to the labor pool
- Provides information about wages and employment trends, as well as national comparisons
- Provides state demographic and economic information, as well as links to education, cultural, and recreational resources
- Provides office space for on-site screening, interviewing, and training
- Assists customers in applying for Work Opportunity and Welfare-to-Work Tax Credits
- Assists customers with layoff aversion and worker dislocations as needed
- Supports employee retention by offering services such as transportation, childcare assistance, and mentoring programs

Employers and job seekers may locate their nearest One-Stop Career Center by calling 1-877-US2-JOBS or 1-877-348-0501 (TTY) or by visiting America's Service Locator at www.servicelocator.org.

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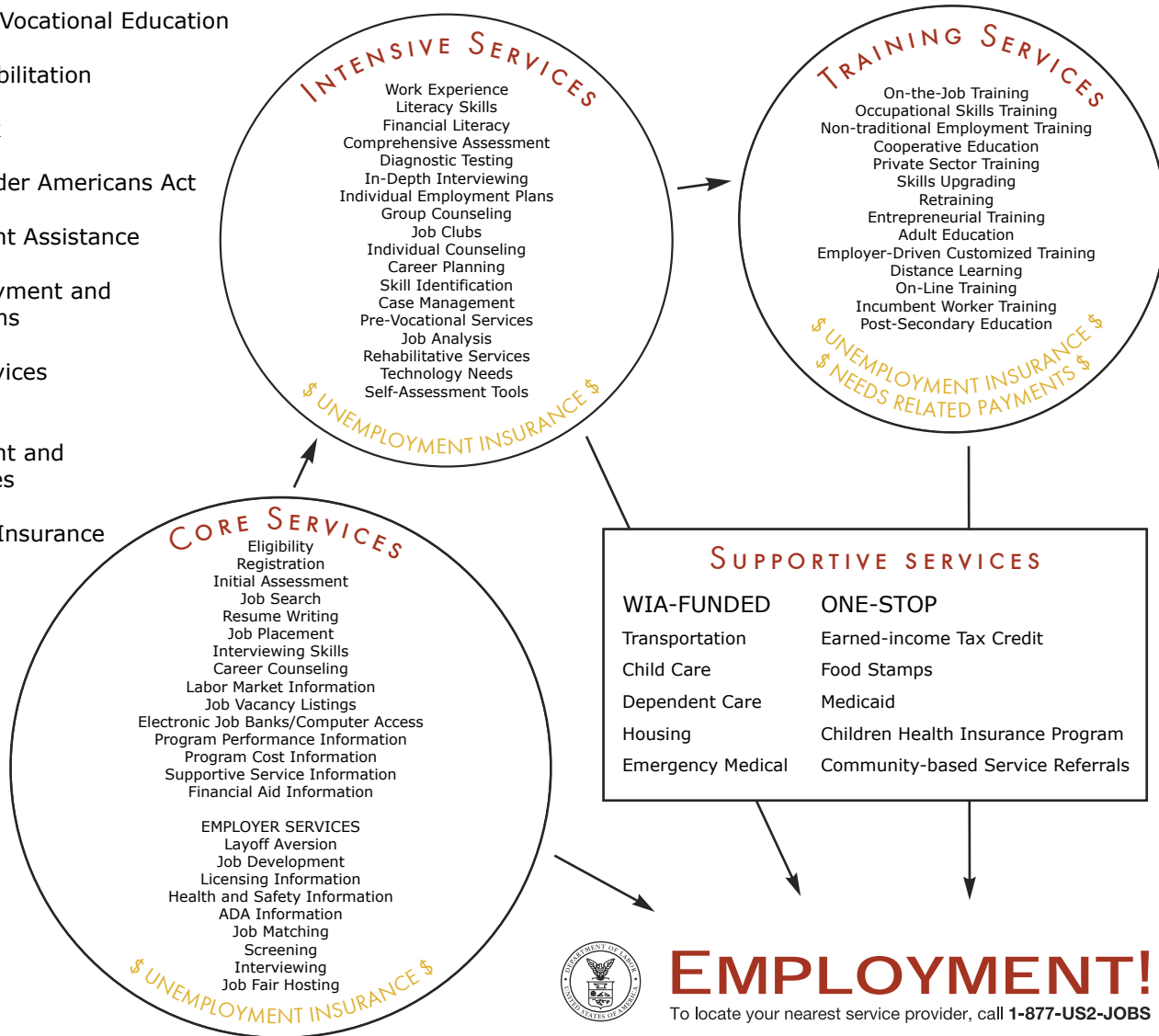
EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

One-Stop Career Centers

National System-Local Access 1-877-US2-JOBS

ONE-STOP PARTNERS

- Adult, Dislocated Worker and Youth Activities
- Employment Service
- Adult Education
- Post-Secondary Vocational Education
- Vocational Rehabilitation
- Welfare-to-Work
- Title V of the Older Americans Act
- Trade Adjustment Assistance
- Veterans Employment and Training Programs
- Community Services Block Grant
- HUD Employment and Training Activities
- Unemployment Insurance
- Apprenticeship
- Job Corps



EMPLOYMENT!

To locate your nearest service provider, call 1-877-US2-JOBS

National Tools

Career One-Stop (www.careeronestop.org)

The Career One-Stop is a resource for businesses and job seekers. It contains links to America's Job Bank, America's Service Locator, and America's Career InfoNet.

Resource	Location	Description
Online Tools		
America's Job Bank	www.ajb.org	America's Job Bank (AJB) is the largest and one of the busiest job banks on the Internet. Job seekers can post their resume, search for job openings, and find their dream job. Employers can post job listings in the nation's largest online labor exchange, create customized job orders, and search resumes automatically to find the right people fast.
Caregivers Jobs Clearinghouse	www.carecareers.net	Caregivers Jobs Clearinghouse is associated with America's Job Bank. The site specifically advertises job opportunities in health care and long-term care facilities.
America's Service Locator	www.servicelocator.org	America's Service Locator (ASL) helps individuals locate public service offices with information on finding a job, planning a career, locating training, dealing with job loss and recruiting employees. Visitors to the site can download a map and driving directions to the nearest location providing the desired services just by typing in their address.
America's Career InfoNet	www.acinet.org	America's Career InfoNet (ACINet) helps people make better, more informed career decisions. ACINet is ideal for job seekers, employers, human resource specialists, and workforce development specialists to: 1) learn more about typical wages and employment trends across occupations and industries; 2) check education, knowledge, skills, and abilities against requirements for most occupations; 3) search for employer contact information nationwide; 4) obtain cost of living data; 5) access state profiles with labor market conditions; and 6) find more than 4,000 external links to the most extensive set of career resources available on the Internet.
Other Tools		
Toll-Free Help Line	1-877-US2-JOBS	The Toll-Free Help Line provides up-to-date information about the full-range of workforce services for workers and businesses as well as answers to employment and training questions.

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