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CREATOR: Jamal Mazrui <empower@smart.net> (Jamal Mazrui <empower@smart.net> [UNKNOWN])

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U.S. Department of Labor
Strategic Plan FY 1999 - 2004

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SECTION 1: INTRODUCTION

MISSION

The Department of Labor fosters and promotes the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices and other national economic measurements. In carrying out this mission, the Department administers a variety of federal labor laws including those that guarantee workers' rights to safe and healthful working conditions; a minimum hourly wage and overtime pay; freedom from employment discrimination; unemployment insurance; and other income support.

VISION

We will promote the economic well-being of workers and their families, help them share in the American dream through rising wages, pensions, health benefits and expanded economic opportunities and foster safe and healthful workplaces that are free from discrimination.

THE DEPARTMENT

As an organization with diverse functions, the Department's mission is carried out by a number of offices and agencies which are organized into major program areas, and headed by an Assistant Secretary or other official. Program areas are administered through a network of regional offices and a series

of field, district, and area offices, and many are carried out through local-level grantees and contractors. The Department's Strategic Plan demonstrates how these diverse, cross-cutting functions are integrated and linked to support the goals of the Department. The key agencies and their missions are:

Employment and Training Administration (ETA): To contribute to the more efficient and effective functioning of the U.S. labor market by providing high-quality job training, employment services to low-income and dislocated workers, labor market information, and income maintenance services primarily through State and local workforce investment systems.

Pension and Welfare Benefits Administration (PWBA): To protect the pension, health, and other welfare benefits of the over 150 million participants and beneficiaries in private-sector employee benefit plans.

Pension Benefit Guaranty Corporation (PBGC): To protect retirement-plan participants' pension benefits and support a healthy retirement plan system by encouraging the continuation and maintenance of private pension plans; protecting pension benefits in ongoing plans; providing timely payments of benefits in the case of terminated pension plans; and making the maximum use of resources and maintaining premiums and operating costs at the lowest levels consistent with statutory responsibilities.

Employment Standards Administration (ESA): To protect the welfare and rights of, and generate equal employment opportunity for, American workers by promoting compliance with the various laws that it administers; and to provide the best possible program for income replacement, medical treatment, and rehabilitation for injured federal workers, longshore workers, and miners.

Occupational Safety and Health Administration (OSHA): In 1970, Congress established the Occupational Safety and Health Administration (OSHA). As defined in its enabling legislation, P. L. 91-596, the Occupational Safety and Health Act of 1970, OSHA's mission is to "Assure so far as possible every working man and woman in the Nation safe and healthful working conditions." This mandate includes such strategies as rulemaking, enforcement, compliance assistance, outreach, and partnerships to enable employers to maintain safe and healthful workplaces.

Mine Safety and Health Administration (MSHA): To protect the safety and health of the Nation's miners by determining compliance with federal safety and health standards through inspections and investigations and working cooperatively with the mining industry, labor, and the States to improve training programs aimed at preventing accidents and occupationally caused diseases.

Bureau of Labor Statistics (BLS): To produce, analyze, and disseminate essential and accurate statistical data in the field of labor economics to the American public, the U.S. Congress, other federal agencies, State and local governments, business, and labor.

Office of the Solicitor (SOL): To ensure that the Nation's labor laws are forcefully and fairly applied in implementing the priority enforcement initiatives of and defending the actions taken by the Department; and to advise agency officials on legal matters, including the development of regulations, standards, and legislation.

Bureau of International Labor Affairs (ILAB): To carry out the Secretary's international responsibilities, develop Departmental policy and programs relating to international labor activities, and coordinate Departmental international activities involving other U.S. Government agencies, intergovernmental organizations, and non-governmental organizations.

Office of the Assistant Secretary for Administration and Management (OASAM): To provide service, policy guidance and assistance to the Secretary of Labor on matters relating to DOL's budget, human resources, information technology, electronic communications, management, and administration; provide centralized administrative and support services to DOL agencies and their employees; and ensure compliance with nondiscrimination statutes.

Women's Bureau (WB): To promote the welfare of wage-earning women, improve their working conditions, and advance their opportunities for profitable employment. The Women's Bureau also represents working women in the public policy process and serves as an advocate to ensure that employment-related policies address the needs and concerns of women in the labor force.

Office of the Chief Financial Officer (OCFO): To provide high-integrity financial information, policy, services, and products in support of the Department's mission to prepare and protect American workers.

Veterans' Employment and Training Service (VETS): To help Veterans, Reservists, and National Guard members in securing and maintaining employment and the rights and benefits associated with employment.

Office of the Inspector General (OIG): To serve the American worker and taxpayer by conducting audits, investigations, and evaluations that result in improvements in the effectiveness, efficiency, and economy of Departmental programs and operations; prevent fraud and abuse in DOL programs and labor racketeering in the American workplace; and provide advice to the Secretary and the Congress on how to attain the highest possible program performance.

Section 2. The Changing Workforce and Workplace

The American economy is in better health than it has been in three decades. Twenty-two million new jobs have been created since 1993, and the unemployment rate fell to 3.9% in April 2000 (the lowest rate in 30 years), yet inflation remains moderate. Real median weekly earnings for both men and women rose during the last three years. Further, the Bureau of Labor Statistics (BLS) reports that 81% of the new jobs created from 1993 to late-1999 were in categories paying above-median wages, and 65% were in job categories with wages in the highest-paying third of industry/occupation categories. The overall level of occupational injuries and illness is at an all time low. The number of welfare recipients have declined by 49% since August 1996.

This record of achievement has occurred while the American workforce has undergone a dramatic transformation. It has become increasingly dominated by service and white-collar occupations. Manufacturing employment as a share of our total workforce is projected to continue to decline in the 21st century. Small business has become an ever more vital engine of job creation; in 1998, small firms with fewer than 500 workers employed 58% of private sector workers.

The labor force will expand, albeit more slowly, but minorities and women will continue to represent an ever increasing share. Sixty percent of women 16 years and over are now in the labor force and account for 47% of America's 140 million workers. Three-fifths of women with children under age 3 were in the labor force in 1999. While nearly three-fourths of the labor force will remain non-Hispanic white by 2008, African Americans, Hispanics, Asians and other minorities are projected to account for 59% of new workers between 1998 and 2008.

Projected Labor Force Changes by Race and Ethnicity

Group	Level*	Percent Change	Percent of Total
1998	2008	1998-2008	2008
Total	137,673	154,576	12.3 100.0
Black	15,982	19,101	19.5 12.4
Asian & other**	6,278	8,809	40.3 5.7
Hispanic origin	14,317	19,585	36.8 12.7
White non-Hispanic	101,767	109,216	7.3 70.7

es are projected to account for 59% of new workers between 1998 and 2008.

* Data in thousands

** Group includes (1) Asians and Pacific Islanders and (2) American Indians and Alaska Natives.

Note: Data do not sum to 100% because those of Hispanic origin may be of any race.

As shown above, the labor force is becoming increasingly diverse, with the greatest percent increases in the Asian and Hispanic labor force. The age distribution of the labor force is also displayed, demonstrating that the labor force is increasingly becoming older.

Projected Labor Force Changes by Age

Group	Level*		Percent Change		Percent of Total	
1998						
2008						
1998-2008						
2008						
Total	137,673	154,576	12.3		100.0	
16 to 24 years	21,894	25,210	15.1		16.3	
25 to 54 years	98,718	104,133	5.5		67.4	
55 to 64 years	13,215	20,588	55.8		13.3	
65 and older	3,847	4,645	20.7		3.0	

* Data in thousands

The nature of work is also changing. Since the late 1960's, we have seen a slight increase in the proportion of jobs that are part-time. Also, a growing portion of the workforce is paid for work done at home; in 1997, 3.6 million wage and salary workers - about 3.3 percent of all wage and salary workers - were paid for the work they did at home, up from 1.9 million workers in 1991.

Technology will continue to transform jobs and require better skills to do them. Wages and employment opportunities will favor those who get higher levels of education and training. For

example, a Princeton University study found that workers who use computers earn 10-15% more than those whose jobs do not require them. Workers with college degrees have higher earnings today than in the early 1980's, while the earnings of those with only a high school education or less have stayed the same or fallen. The result is that while the real earnings of college graduates has increased 16%, the real earnings of high school graduates fell 8%. High school dropouts are also nearly four times more likely to be unemployed than college graduates. The percentage of workers with private pension coverage remained static at just below 50% from the mid-1970s to the mid-1990s. The most recent survey data (Current Population Survey) indicate that the proportion with pensions has increased by nearly 3 percentage points since then. The fraction of workers with employer-sponsored health insurance declined from 76% in 1987 to 72% in 1993. Since then it has been increasing marginally each year, reaching 73% in 1998. BLS data suggest that this adverse trend in total compensation (wages, fringes, and nonpecuniary factors such as health and safety) has been particularly acute for low-skilled workers. The evidence shows that the gap between lower-paid employees and those in more highly-paid positions has widened dramatically in terms of these non-wage indices.

Technological change is likely to continue to increase the demand for skilled workers. The majority of jobs will continue to need workers who have acquired knowledge and skills via two-year colleges, vocational training, moderate to long-term on-the-job training and real work experience. While overall employment is projected to rise by 14% during the period 1998-2008, the fastest growing broad occupational category will be professional occupations (27%), followed by technical occupations, such as health and engineering technicians (22%). Occupations requiring a bachelor's degree are expected to grow by 24%, while those requiring an associate's degree will grow by 31%. The table on the next page, entitled "Occupations with the Fastest Employment Growth, 1998-2008" highlights these projections.

The Labor Department and this Administration have made strategic investments in education and training one of their top priorities to insure that all Americans share in the Nation's prosperity. Hope Scholarships provide tax credits to make at least two years of college affordable to all Americans while the Lifetime Learning tax credit provides financial assistance for workers who need to upgrade their skills. Skill Standards provide a framework for improving the quality of education and training. School-to-Work initiatives -- which are designed by states and local partnerships among schools, employers, community groups and government -- combine high-quality classroom education with on-the-job learning to better prepare students for careers and college. We have also encouraged increased funding for primary and secondary education, expansion of the Pell Grant program and other initiatives to make lifelong learning accessible to all Americans.

The Department's programs focus on enhancing the opportunities for America's workforce, promoting the economic security of workers and families, and fostering quality workplaces that are safe, healthy, and fair. The challenge for the Department is to prepare workers to seize the opportunities of the future that will be presented by our new high tech global economy while

Occupations with the fastest employment growth, 1998-2008*

Occupation

Employment

Change 1998-2008

1998

2008

Number**

Percent

Computer engineers	299	622	323	108
Computer support specialists	429	869	439	102
Systems analysts	617	1,194	577	94
Database administrators	87	155	67	77
Desktop publishing specialists	26	44	19	73
Paralegals and legal assistants	136	220	84	62
Personal care and home health aides	746	1,179	433	58
Medical assistants	252	398	146	58
Social and human service assistants	268	410	141	53
Physician assistants	66	98	32	48

*This information was obtained through the Bureau of Labor Statistics Website: www.bls.gov.

** Numbers in thousands

preserving the basic values that we have always held. For example, given the growing importance of skills for both getting employment and enjoying an improved standard of living, some of the Department's programs focus on job training as the ticket to better future jobs; to reverse the trend of declining fringe benefit coverage, the Department's regulatory agencies focus on

both protecting the benefits of existing beneficiaries and encouraging additional coverage for workers; to promote quality workplaces, other Department programs focus on outreach and enforcement to the industries and firms where the problems of safety are most acute. Given our concerns with basic human rights and working conditions both at home and abroad, especially for the most vulnerable, some programs will address domestic and international child labor issues.

We have already made significant progress. In cooperation with Congress, we have reformed and streamlined our nation's job-training system through the bipartisan Workforce Investment Act of 1998. Through this legislation, the workforce development system will be able to provide more effective and efficient services to adults, dislocated workers and youth. The Act establishes the One-Stop delivery system as the access point for all employment-related and training services, thereby effectively integrating a variety of federal employment and training programs at the "street level". In addition to the Workforce Investment Act, the new, on-line America's Job Bank uses new technology to connect people with hundreds of thousands of job opportunities.

The Department is also working in partnership with the private sector in such diverse efforts as helping welfare recipients move from welfare rolls to payrolls, educating workers to save for retirement, and working with manufacturers, unions and other entities to do away with sweatshops. For example, in 1993, 5.5 percent of the U.S. population were welfare recipients. By December 1999, that percentage had been reduced to 2.3 percent, the lowest since 1965.

To insure a quality workplace in today's interdependent global economy, the Department of Labor works closely with other United States Government (USG) agencies to create a stable, secure, and prosperous international economic system in which workers can achieve higher wages, greater economic security, and which implements core internationally recognized labor standards. This insures that workers have quality workplaces and that they share in the benefits of increased international trade. To do this, the Department of Labor seeks to develop policies and programs to implement core labor standards; monitors labor developments in other countries; represents the USG in fora in which labor standards issues are discussed; and provides technical assistance to "countries in transition" where volatile economic situations can lead to decreased adherence to labor standards.

In the years ahead, the Department will continue to create innovative responses to the changing needs of American workers. This plan sets out the Department's goals for the future and clear strategies for achieving them.

DOL STRATEGIC GOALS

Considering the social and economic trends presented above and their impact on American workers and families, the Department's three goals serve as the basis for the Department's ongoing strategic planning process. Through these strategic goals, DOL staff and the American public can see a direct link between the Department's purpose, its activities, and vision for the future. The next section outlines and describes these goals.

Section 3. Departmental Strategic Goals

The three strategic goals of the Department of Labor are:

DOL Strategic Goals

Goal 1: A Prepared Workforce:
Enhance opportunities for America's workforce

Goal 2: A Secure Workforce:
Promote the economic security of workers and families

Goal 3: Quality Workplaces:
Foster quality workplaces that are safe, healthy and fair

Within each strategic goal are a series of outcome goals which further define the strategic goals. Within the outcome goals are a series of performance goals which provide specific targets to be accomplished by FY 2004, or earlier. Each year, the Department's Annual Performance Plan will include performance goals with targets for that fiscal year or the related program year(1). Where appropriate, specific strategies are identified that will be employed to achieve the performance goals.

At the end of this section is a discussion of key external factors and real world variables - beyond the obvious need to receive funding that is adequate to meet the responsibilities noted in this plan - which may affect our ability to achieve our goals.

DOL has, where possible, consolidated program activities and measures across its component agencies. For example, the work performed by OSHA and MSHA directed towards the reduction in injuries and illnesses described in the third strategic goal, Quality Workplaces, integrates the outcome goals for these agencies. In other cases, only one agency within the Department may contribute to a specific outcome goal. There are also instances where an agency's contribution to a goal is not apparent. For example, the Women's Bureau provides expertise and guidance to all DOL agencies as they work toward accomplishing those strategic goals that relate to working women and their families.

Under the Workforce Investment Act, the performance indicators stipulated in the Act have been developed through a process of negotiation between the States and the Department of Labor. The national performance goals for the WIA as included in this plan represent an amalgamation of the goals negotiated with individual States.

To provide a context for each performance goal identified in this section, Appendix A shows the baseline of accomplishment in comparison with each goal's FY 2004 target.

Strategic Goal One - A Prepared Workforce: Enhance Opportunities for America's Workforce

DOL is committed to creating an environment where those new to the labor force or those wishing to improve their potential are provided the assistance and tools needed to achieve success in today's job market. Also included are the departmental programs directed toward those seeking information for making sound economic decisions.

Department of Labor programs and agencies which support this strategic goal include the Employment and Training Administration, the Employment Service, the Welfare-to-Work Jobs Program, Workforce Investment Act (WIA) programs, the Veterans' Employment and Training Service, the Women's Bureau, the Bureau of Labor Statistics, the Office of the Solicitor, and some of the Departmental Management agencies.

Strategic Goal 1: Outcome Goals

- * Increase employment, earnings and assistance
- * Increase the number of youth making a successful transition to work
- * Improve the effectiveness of information and analysis on the U.S. economy

For Strategic Goal One, the Secretary of Labor has established the following key priorities:

Workforce Investment Act Implementation: The Department of Labor, in partnership with state and local communities, will provide innovative services to strengthen families and individuals so they can get and keep good jobs and move from poverty to self-sufficiency. DOL will proceed with full implementation of the Workforce Investment Act (WIA). Enacted by Congress in 1998, WIA provides a clear vision for building a workforce investment infrastructure that is customer-focused, business-led, community-centered, and responsive to shifting local labor market needs. The reformed system, anchored by local One Stop Centers, will provide individuals with access to the support they need to find, prepare for, and keep self-sustaining

employment throughout their working lives. Employers will be provided with assistance in finding the skilled workers they need to be competitive in a global economy. The goal of the Workforce Investment System is to increase the employment, retention, and earnings of participants, and increase educational and occupational skill attainment by participants, and as a result: improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.

* Youth Opportunity Movement: Our vision is to ensure that all youth, particularly those out-of-school, acquire the necessary skills and work experience to successfully transition into adulthood, careers, and further education and training.

* Welfare-to-Work: In partnership with state and local communities, DOL will provide innovative services to strengthen families and enable welfare recipients and other low-income parents to move from welfare and low-wage jobs to stable, unsubsidized employment and self-sufficiency.

OUTCOME GOAL 1.1: Increase Employment, Earnings and Assistance

Performance Goals:

1.1A By PY 2002, 70% of individuals registered under the WIA adult program will be employed in the quarter after program exit.

1.1B By PY 2002, 80% of individuals registered under the WIA adult program, will be employed in the third quarter after program exit.

1.1C By PY 2002, individuals registered under the WIA adult program who are employed in the third quarter after program exit will have increased earnings of \$3,423.

1.1D By 2004, 69% of those Welfare-to-Work (WtW) participants placed in unsubsidized employment will remain in the workforce for two consecutive quarters following the placement quarter.

1.1E By 2004, those Welfare-to-Work (WtW) participants placed in unsubsidized employment, will have an average earnings increase of 9% by the second consecutive quarter following the placement quarter.

1.1F By PY 2002, 65% of job seekers registered under the Wagner-Peyser Act program will have unsubsidized jobs six months after initial entry into employment.

1.1G By PY 2002, increase by 1% the total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank (AJB) via the Internet, over the PY 1999 baseline.

1.1H By 2004, increase by 10% the number of newly registered civilian apprentices over the 1999 baseline.

1.1I By 2004, increase by 15% the number of newly registered female civilian apprentices over the 1999 baseline.

1.1J By 2002, increase by 5% the number of people with disabilities registered in the workforce area that receive Work Incentive Grants for FY 2001.

1.1K By 2002, more than 60% of customers with disabilities registered in workforce area(s) that receive Work Incentive Grants for FY 2001 will indicate they were very satisfied with services received through the One-Stop system.

1.1L By PY 2002, 70% of participants will be satisfied with services received from workforce investment activities.

1.1M By PY 2002, 68% of employers will be satisfied with services received from workforce investment activities.

1.1N By 2005, at least 30% of those veterans and other eligible persons registering for public labor exchange services will enter employment each year through staff assisted services provided either by VETS funded staff or by the Wagner-Peyser funded systems.

1.1O At least 54% of those veterans and other eligible persons enrolled in Homeless Veteran Reintegration Project (HVRP) grants enter employment.

1.1P By FY 2003, prepare 32,500 women for the labor force by providing them with tools and education on equal pay, occupational segregation, pension benefits, dependent care, nontraditional occupations, safe and healthy workplaces, rights in the workplace.

Strategies to Achieve Goals:

DOL will enhance current workforce development systems in relation to the changing workforce development environment and the need for lifelong learning by:

- * developing the capacity to provide universal services to all workers, including low-income customers, through combinations of the Internet and One-Stop Centers;
- * promoting the information and services in the America's Workforce Network by outreaching to low income groups through community-based organizations, community colleges, and public interest groups;
- * promoting the use of the "Lifetime Learning Tax Credit" of 1997 to assist adults who need to upgrade their skills and change careers. (1.1A, B, C)

DOL will provide technical assistance to WtW competitive and formula grantees to facilitate the implementation of the WtW Amendments of 1999, which simplified the WtW eligibility requirements to increase the number of welfare recipients, low-income custodial parents, and noncustodial parents eligible for services under WtW (1.1D & E)

DOL will expand and improve the integration of WtW and welfare reform efforts with the nation's Workforce Investment system established by the Workforce Investment Act (WIA) of 1998. (1.1D & E)

DOL will provide support for continued implementation of WtW services, and continuing improvement in effectiveness of service delivery, grantee performance, and capacity of grantees to meet performance goals by:

- conducting fiscal and programmatic monitoring of all grantees on a periodic basis, and providing targeted assistance to grantees to improve performance and achieve outcome goals;

- increasing the utilization of resources available to help welfare recipients get unsubsidized jobs by working with other agencies to remove regulatory barriers and increasing collaborative efforts among complementary Federal, state and local programs;

- producing targeted technical assistance products and activities to expand the knowledge base to meet the specific needs of programs in urban and rural areas, as well as programs serving noncustodial parents, individuals with disabilities, offenders and ex-offenders, individuals with substance abuse issues, and other barriers to employment. (1.1D & E)

DOL will increase job opportunities for welfare recipients by disseminating information about and enlisting the support of employers to hire WtW participants into unsubsidized jobs through cooperative ventures with the Welfare-to-Work Partnership and other private sector organizations. (1.1D & E)

DOL will continue the use of statutory waivers to remove impediments to providing higher quality services. (1.1A, B, C, F)

& G)

DOL is developing a comprehensive Labor Exchange Performance Measurement System to provide performance information that will support optimization of the delivery of labor exchange services to employers and job seekers as part of State One-Stop delivery systems. This will include a set of labor exchange performance measures, procedures for establishing expected levels of performance, and revised data collection and reporting procedures. The Department expects this new performance measurement system to rely on UI wage records as a data source. (1.1F & G)

DOL operates an integrated Internet-based resource for job seekers, employers and services providers, known as America's CareerKit. The CareerKit consists of America's Job Bank, where employers post jobs for workers to find in the largest Internet-accessible, fully-searchable Job Bank in the world and where job seekers post their resumes for employers to find; America's Career InfoNet, where customers access detailed information about occupations, wages, and local labor markets; and America's Learning Exchange, where customers obtain information about lifelong learning and access available education and training opportunities. (1.1F & G)

DOL will fund capacity building efforts of State agencies that will enhance the skills of front line workers in providing labor exchange services to job seekers and employers. (1.1F & G)

DOL will enter into partnerships with large multi-State employers to provide recruitment and special technical services to assist them in meeting their labor force needs. (1.1F & G)

DOL will take steps to increase use of the Work Opportunity and Welfare-to-Work (WOTC/WtW) Tax Credits as effective tools that encourage the hiring of disadvantaged job seekers by streamlining certification procedures, engaging employer participation, and promoting use of the tax credits. (1.1F & G)

DOL will seek to increase the number of apprenticeship programs and expand the number of registered apprentices by: (1) promoting technical assistance to local, State, multi-State employers, employers' associations and unions (2) participating actively in the local and State Workforce Investment Boards; and, (3) promoting registered apprentices to our Workforce Investment partners. (1.1H&I)

DOL will help customers with disabilities receive the appropriate level of service by financially assisting states and local areas to continue developing infrastructure, increasing system capacity, and improving access to information and services that directly address their local customers' needs. (1.1J&K)

DOL will build on the launch of the Workforce Excellence Network to provide training, tools and assistance to Workforce Investment Areas and One-Stop partner programs using the Malcolm Baldrige criteria for performance excellence, quality and continuous improvement techniques, and customer satisfaction. DOL will provide recognition to workforce entities that achieve identified levels of performance excellence. (1.1L&M)

DOL will explore in FYs 2001 and 2002 the potential for an incentive, rewards, and sanctions process for grantees that supports desired actions and/or levels of performance while proscribing unacceptable actions or performance levels, thereby focusing State Employment Security Agencies and other grantees' efforts toward better performance on behalf of veterans; implementation of WIA and coordination between VETS and ETA will be significant factors in the development of such a process. Nationwide standards of minimally acceptable performance levels applicable to each State could be set, with each State then negotiating specific levels at or above that floor level suitable to its own circumstances. Incentives and rewards in grants will then be established to benefit States which exceed their established performance level. Greater incentives will be provided for successful delivery of services to targeted veterans. (1.1N&O)

In accordance with the reporting requirements in Title 38, VETS' service delivery systems' performance will be compared with systems' serving non-veterans, to help identify veterans' service areas needing performance improvement. (1.1N&O)

In order to meet veteran service providers' ongoing training needs -- resulting in large part from the relatively high turnover rates consistently prevalent among DVOP and LVER staff -- VETS will increase the quality and amount of training provided annually to 1,500 veteran service provider staff by the National Veterans' Training Institute (NVTI), depending on resource availability. (1.1N&O)

The Women's Bureau and NASA have entered into a partnership to raise girls' awareness of rewarding career opportunities in information technology, math, science and engineering. During the summer and fall of 2000, the two agencies are holding a series of national and regional programs to bring girls together with women succeeding in high-tech careers. These role models will share their jobs' rewards and challenges - and describe their academic and career paths. The Bureau and NASA will also be establishing pages on our websites to highlight the partnership and programs. (1.1P)

The Womens Bureau will conduct research on work related women's issues and post "findings of fact" on the Internet. Participate

in activities of International Organizations and the United Nations/Commission on the Status of Women (UN/CSW) on the role of women in a global economy. (1.1P)

Cross-Cutting Coordination

One-Stop Delivery System

Required One-Stop Partners

- * Adult, Dislocated Worker, and Youth Activities under WIA
- * Employment Service
- * Adult Education under WIA
- * Post secondary Vocational Education under Perkins
- * Vocational Rehabilitation under WIA
- * Welfare-to-Work Title V of Older Americans Act
- * Trade Adjustment Assistance
- * NAFTA-TAA
- * Veterans Employment and Training programs
- * Community Services Block Grant
- * HUD-Administered Employment and Training
- * Unemployment Insurance
- * Indian and Native American Programs (WIA)
- * Migrant and Seasonal Farm worker Programs (WIA)

It is essential for the Department to forge strong and effective collaborations among DOL programs, other federal agencies, and non-federal partners at the local, state and national levels of the workforce development system. The One-Stop delivery system brings together under one umbrella ETA-sponsored services as well as adult education services, post-secondary vocational education, vocational rehabilitation, veterans' employment and training programs, community services, and employment and training services administered by HUD. (The chart to the left lists One-Stop Partners.). Local Workforce Investment Boards (WIBs) oversee the operation of the One Stop systems with membership comprised of representatives of business, education, labor, community-based organizations, economic development agencies and the required one-stop partners.

DOL is requiring States to integrate their planning processes and prepare Strategic Five-Year Plans for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act and other One-Stop partner programs, or Unified Five-Year Plans encompassing two or more of the required One-Stop partner programs to facilitate the coordinated delivery of employment and training activities.

America's Workforce Network

America's Workforce Network is the Department's cross-cutting strategy for creating a national infrastructure for delivering workforce development services to job seekers, workers, and

employers. The reorganized Employment and Training Administration is part of the Network, as is every state and local workforce investment partner. The One-Stop delivery system is the core of America's Workforce Network, but customers may access its services directly through the Internet as well.

America's Job Bank, a critical part of the Network, is the world's largest source of job listings. The Network will also include a National Toll-free Help Line that will be available to all Americans in the Fall of 2000. This toll-free system will increase worker and employer access to public workforce service information, including location of workforce service providers, unemployment claims procedures, employer-related information, and directions to DOL Internet sites, as well as state and local One Stop Career Center web sites. Other web-based components of

America's Workforce Network include America's Talent Bank (ATB) and O*Net. A major goal underlying the creation of the Network is to make every American job seeker, worker, and employer aware that the new Workforce Investment System is here, open for business, and easily accessible in person, by phone, or through the Internet.

Business Coalition for Workforce Development

The Business Coalition for Workforce Development is DOL's premier cross-cutting strategy focused on the business community as a partner in workforce investment. The organization is a joint effort led by the U.S. Chamber of Commerce, the Business Roundtable, the National Alliance of Business, the National Association of Manufacturers, and the National Association of Workforce Development Boards. Twenty-eight other business trade groups are also part of the Coalition. The Business Coalition will launch an aggressive campaign to educate and mobilize the leaders of the nation's business community about the strength and promise of the new workforce system. Business leaders will effectively be engaged as partners, supporters, and customers of the new system. Top leaders will be encouraged to participate in the management of workforce investment by actively participating on local and state Workforce Investment Boards.

The Workforce Excellence Strategy

The Workforce Excellence Strategy is the Department's cross-cutting strategy for continuously improving the performance of the nation's workforce development system. This continuous improvement strategy will be guided by a Board comprised of local, state, national, and federal components of the system. The cross-cutting strategy -

- * Effectively aligns system-wide resources to achieve performance excellence.
- * Includes a systematic approach for validating organizational effectiveness.
- * Includes a systematic approach for recognizing and rewarding

top performers.

- * Provides organizations and individuals with opportunities to acquire skills needed to operate in a high performance mode.
- * Markets system-wide performance excellence to local organizations and local elected officials.

Welfare-to-Work Programs

As the Federal agency responsible for implementing the Welfare-to-Work (WtW) program, DOL provides leadership for implementing new programs and activities to move persons from welfare to lasting, unsubsidized employment. DOL activities in this area include linking its own agencies with other federal government agencies whose programs serve the disadvantaged, Native Americans, migrant and seasonal farm workers, older workers, and dislocated workers.

To assist individuals as they move from welfare to work and to boost employment and retention rates, DOL works closely with State and local agencies and programs, HHS, HUD, DOT, USDA, DOE,

DOJ and DOC. Some examples of this cooperation include coordinating the review of State plans under the WIA to ensure that the Welfare-to-Work program is included as a required partner in One-Stop Centers, working closely with HHS to ensure that policy guidance and regulations for the Welfare-to-Work program are consistent with the Temporary Assistance to Needy Families (TANF) program policy and regulations, and jointly authoring policy guidance with HHS and DOT to explain how funding streams can be used to fund transportation services for welfare recipients.

Additional collaborations with HHS include joint participation in the Urban Technical Resources Initiative (UTRI), a WtW technical assistance venture targeted to large urban areas, and a partnership with HHS' Center for Substance Abuse Treatment (CSAT) to develop interest and expertise amongst the welfare, workforce, and treatment communities in addressing substance abuse problems with welfare recipients. In May 2000, we also released jointly-authored policy guidance with HHS to assist local-level WtW, TANF, and child support enforcement agencies to better focus on customers by integrating their programs more effectively.

Collaboration also takes place with DOC and the Census Bureau to implement and oversee a nationwide Welfare-to-Work Census 2000 program to facilitate the hiring of Welfare-to-Work participants as Census enumerators; with HUD to give special consideration to entities that include Empowerment Zones and Enterprise Communities in their WtW Competitive grant applications; and, with the Department of Education and Presidential Task Force on the Employment of Persons with Disabilities to develop useful tools for programs serving welfare recipients with disabilities. Participation in a USDA-sponsored Task Force on Hunger and

Self-sufficiency has also ensured that welfare recipients have access to the array of support services necessary to become economically self-sufficient. DOL has also initiated a partnership with DOJ to facilitate services for offenders who are returning to the workforce, especially noncustodial parents.

In support of these initiatives, DOL launched a national marketing campaign to inform employers of the Work Opportunity Tax Credit (WOTC) and Welfare-To-Work Tax Credit Programs, which provide incentives to employers for hiring welfare recipients.

Within DOL, agencies collaborating on the Welfare-to-Work program and policy efforts include: ETA, WB, VETS, BLS, ESA, ILAB, the Office of Small Business Programs, the Office of the Assistant Secretary for Policy and the Solicitor's Office.

Information and Technology

The Workforce Investment Act established the Workforce Investment Council (WIC), a Federal-State partnership for cooperating in the planning and oversight of the workforce information system. DOL, through BLS and ETA, and State employment statistics agencies have cooperated to prepare a five-year plan for the nationwide workforce information system. The WIC will enhance the quality of existing labor market information and develop new tools to enable customers of the workforce investment system to make better decisions regarding career choices, training, and business investment.

DOL will use the common language of the Occupational Information Network (O*NET) to improve the quality and quantity of employer job orders and job seeker resumes. The O*NET common language will be integrated into America's Career Kit, the One-Stop Operating System (OSOS), and the broader labor exchange system.

Veterans Workforce Development Programs

The Department's employment and training programs for veterans and soon-to-be-separated service members are coordinated closely with the VA and DOD. DOL has a Memorandum of Understanding with both agencies to implement the Transition Assistance Program (TAP). TAP operates on approximately 178 military bases across the country. Specific areas of coordination and cooperation are spelled out in this agreement and are implemented at the local military base level. For instance, DOL provides the instructors for much of the typical three-day training, DOD provides meeting space and makes logistical arrangements, and the VA provides specific assistance to service members who have service-incurred disabilities.

DOL/VETS will continue to lead a Federal Interagency Task Force on Certification and Licensing of Military Personnel that will

recommend a process to permit qualified military personnel to obtain both Federal and non-federal certifications and/or licenses necessary for civilian employment. Such an effort is necessary because veterans are not always credited with the training and experience received during military service when they seek civilian jobs. Thus, veterans are forced to spend money on unnecessary and duplicate training to obtain civilian licenses or certification and, in the process, endure unnecessarily long periods of unemployment and underemployment.

VETS has compiled initial information for transitioning service members and veterans on licenses, credentials and other occupational requirements and has developed and implemented a website of this information. VETS will continue to expand this database.

Under the Homeless Veterans' Reintegration Project (HVRP), the Department awards grants to homeless veterans providers (who use third party funds, from HUD, VA and local and State sources, to shelter and feed homeless veterans) for employment and training purposes. Once housing and health issues are resolved, the employment and training services lead to job opportunities (many times provided by DVOPs and LVERs) and reintegration into society. This supports the goal to have at least 50% of those veterans and other eligible persons enrolled in Homeless Veteran Reintegration Project grants enter employment.

OUTCOME GOAL 1.2: Increase the Number of Youth Making A Successful Transition to Work

Performance Goals:

1.2A By PY 2002, 53% of the 14-18 year-old youth registered under the WIA youth program will be in employment, post-secondary education, advanced training, apprenticeships, or in the military in the third quarter after program exit.

1.2B By PY 2002, 77% of the 19-21 year-old youth registered under the WIA youth program will be employed in the third quarter after program exit.

1.2C By PY 2004, 85% of Job Corps graduates will get jobs or be enrolled in education.

1.2D By PY 2004, Job Corps graduates with jobs will be employed at average hourly wages of \$8.50.

1.2E By PY 2004, 70% of Job Corps graduates will continue to be connected to a job, advanced educational program or the military six months after they obtain their first placement.

1.2F By PY 2002, 53% of 14-18 year old Youth

Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships will be retained at six months.

1.2G By 2004, in 40 communities, Youth Councils will build local Safe Schools/Healthy Students partnerships with business, community organizations, and schools to improve opportunities for at-risk youth, particularly out-of-school youth.

1.2H By 2004, 67% of Responsible Reintegration for Young Offenders program graduates will get jobs, re-enroll in high school, or be enrolled in post-secondary education or training.

Strategies to Achieve Goals:

DOL will continue to build the Youth Opportunity Movement to improve the capacity of the workforce development system to provide youth with skills, and offer them a comprehensive array of services so that they are able to successfully transition to the workforce as they continue their education and training. In collaboration with local youth providers, our partners, and stakeholders, five major themes will be emphasized:

- * Establishing strong local youth councils that bring together local workforce training providers, schools, community organizations, and others in an effort to strategically align and leverage resources to create community youth assistance strategies linked to local youth needs and labor market needs to improve the efficiency and quality of youth services;
- * Promoting the provision of a systematic offering of comprehensive youth services based upon individual assessment and tailored to the age and maturity level of each individual youth.
- * Encouraging and promoting youth connections to the One-Stop delivery system.
- * Visiting and providing operational and technical assistance to grantees for the Safe Schools, Healthy Students and Responsible Reintegration for Young Offender programs to ensure that they become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up.
- * Investing in a performance accountability system where data from performance measurement is built into a process for continuously improving the provision of services and activities and which promotes customer satisfaction. (1.2A, B, E & F)

DOL, under the WIA Youth Program, will collaborate with partners and stakeholders in establishing local youth councils that will bring together local workforce training providers, schools, community organizations, and others in an effort to leverage resources and create community-based youth assistance strategies linked to local youth needs and labor market needs. (1.2A & B)

DOL will promote the offering of comprehensive youth services based upon individual assessments tailored to the age and maturity level of each individual youth. (1.2A & B)

DOL will improve Job Corps placement services including longer follow-up for graduates, full implementation of School-to-work principles, and increased employer involvement in the development of Job Corps occupational training programs. Specific strategies include:

- * Complete the modernization of vocational classrooms to ensure students receive vocational training better suited to meet employers' needs and labor market demands for new occupations.
- * Incorporate findings from reports to-date from the long-term evaluation study of Job Corps and other external bodies, such as OIG and GAO, to enhance program design, as appropriate.
- * Increase students' use of technology in training, information access for jobs, or further education.
- * Set up partnerships with employers to customize training and provide work-based learning sites.
- * Develop Industry Councils on Centers and involve the use of labor market information to determine the training needs. (1.2C, D, E)

Provide intensive technical assistance to youth opportunity grantees that address fiscal, project management, staff, and core activity capacity. (1.2F)

DOL will visit and provide operational and technical assistance to grantees for the Safe Schools, Healthy Students and Responsible Reintegration for Young Offender programs to ensure that they become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up. (1.2G & 1.2H)

Cross-Cutting Coordination

Several DOL agencies, including ETA, VETS, and WB, work in a cooperative effort with the Department of Education (ED) on

School-to-Work initiatives. The focus of these initiatives is to help youth move from high schools, vocational training institutions, post-secondary institutions, out-of-school programs, and the military into meaningful and satisfying jobs, including registered apprenticeship programs.

The School-to-Work Initiative (STW) is supported by other DOL programs such as, One-Stops, America's Job Bank (AJB), America's Talent Bank (ATB), and the Job Corps. DOL agencies and ED also work with federal, state, and local secondary, post-secondary and vocational education agencies that can identify and predict the workforce needs of American business to provide technical and other assistance that will improve the School-to-Work linkage and make it much more efficient and effective.

In December 1997, DOL and DOE signed an Amendment to the Memorandum of Understanding regarding the joint administration of the School-to-Work Opportunities Act. This amendment established a process by which the Department of Education transferred certain grant-making responsibilities to the Department of Labor. This collaboration has streamlined the STW grants management process for grant continuations and modifications, while retaining roles for employees of both Departments in the process. This amendment, by establishing a single set of rules and procedures for grants management, has made it easier for Grant Officer's Technical Representatives to monitor grant activity and for grantees to comply with the terms of their grants.

HUD's Step-Up Program, designed to provide education and training to increase new registered apprenticeships for public housing residents, is another area of coordinated activity in which DOL apprenticeship representatives promote and provide technical advice and assistance to the program at the state and local level.

Cross-cutting strategies for youth focus also on the business community. The youth workforce development programs will link more closely with the employer community to ensure that the skills obtained by youth lead to available jobs. The School-to-Work initiative will expand participation of employers by working on a regular basis 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 the pertinent labor markets. The Office of Apprenticeship Training, Employer and Labor Services/Bureau of Apprenticeship and Training and the Federal Committee on Registered Apprenticeship, in collaboration with State Apprenticeship Agencies, will coordinate employer and union involvement in the Department's Welfare-to-Work, School-to-Work, and other workforce development activities. The Department also works with associations geared to small business and the academic community, including minority colleges and

universities.

Job Corps Centers and outreach and placement contractors are developing working relationships with One-Stop career Centers for referrals of youth to Job Corps, access to on-line job banks, and placement assistance. In several states, One-Stop Centers are providing work space for a Job Corps admissions counselor or placement specialist, and a few Job Corps Centers have established One-Stop satellite locations at the Center. These efforts continue to be expanded.

OUTCOME GOAL 1.3: Improve the Effectiveness of Information and Analysis on U.S. Economy

Performance Goals:

1.3A Produce and disseminate timely, accurate, and relevant economic information.

1.3B Improve the accuracy, efficiency, and relevancy of economic measures.

Strategies to Achieve Goals:

DOL will continuously improve the operational processes used to develop economic data by using the BLS Statistical Program Model. The stages of the model are as follows: conceptualization, planning, design, development, implementation, validation, and administration. (1.3A & B)

DOL will utilize technological advances in the following three areas:

- * BLS computer systems will be downsized from mainframe computers to a personal computer-based client/server environment to increase efficiency.
- * Data collection and review will be facilitated with the use of computers both at the survey respondent's locale and at the BLS worksite.
- * Data dissemination will be modernized to serve a larger customer base with greater speed, accuracy, and more tailored customer service. (1.3A & B)

DOL will update the BLS universe file of establishments to conform to the new North American Industry Classification System (NAICS), and will continue the conversion for all BLS economic programs to NAICS. (1.3B)

DOL will establish the new monthly survey on job opening and labor turnover for the Nation along major industry sectors, which will provide unique and valuable information on potential labor shortages and the demand for labor. (1.3B)

DOL will incorporate expenditure weights for 1999-2000 in official CPI in January 2002 and every two years thereafter (CPI-R). (1.3B)

DOL will update CPI expenditure weights every two years (CPI-R). (1.3B)

DOL will expand the sample size of the Consumer Expenditure Survey (CE) by approximately 50% and begin to introduce new goods into the market basket, such as prescription drugs, in a more timely fashion. DOL will improve measures of quality change and will develop alternative measures of changes in living costs as described in the Consumer Price Index Improvement (CPI-I) Plan. (1.3B)

DOL will enhance the Employment Cost Index (ECI) sample to improve the precision of survey estimates. (1.3B)

DOL will enhance the capacity for quality adjustment and for updating item samples in the Producer Price Index (PPI). (1.3B)

DOL will expand the coverage of the service sector for Price, Output, and Productivity measures. (1.3B)

DOL will improve and expand its internet public access site (LABSTAT) in order to meet new requirements and requests for enhancements from users. (1.3B)

Cross-Cutting Coordination:

BLS, as a producer of economic statistics on the U.S. economy, must work in partnership with other federal, State, and international statistical agencies. These organizations encounter common and sometimes overlapping issues that must be coordinated for the benefit of the users of these data. Such coordination not only maximizes BLS performance, but also helps to improve the accuracy, efficiency, and relevancy of economic measures produced by BLS.

These cooperative efforts take many forms on many different levels:

- * BLS, along with 14 other federal statistical agencies, is a member of the Interagency Council on Statistical Policy (ICSP), which works to identify areas for collaboration.
- * BLS, is also active in ongoing relationships with the Bureau of the Census and the Bureau of Economic Analysis within the Department of Commerce.
- * BLS has long-standing relationships with cooperating State agencies in the production of essential statistical data; it

is the only Federal statistical agency with such long-lived and deep working relationships with the States.

* BLS works with foreign statistical agencies and international organizations in efforts to enhance comparability of concepts and definitions.

* BLS Commissioner is currently chairing a statistical working party sponsored by the Organization for Economic Co-operation and Development (OECD), a group with representatives from over 20 countries. This party is charged with improving and standardizing the data on productivity, employment, and unemployment used around the world.

Over the past few years, BLS staff have been working with the Bureau of the Census, Bureau of Economic Analysis, IRS, and SSA, and various federal staff from Canada and Mexico to improve, update, and standardize the industrial classification system to meet the needs of the 21st century. This effort will culminate in activation in the North American Industry Classification System (NAICS), which will become the standard for all government agencies producing or utilizing establishment-based data by the year 2005. NAICS includes 20 sectors and 1165 industries compared with the Standard Industrial Classification (SIC) system, which includes 10 divisions and 1005 industries.

BLS co-chaired a research working group with the Bureau of Census, which investigated and proposed an approach to revising data collection standards and definitions for race and ethnicity. This interagency committee consisted of statistical agencies within several Federal Departments, such as the Department of Health and Human Services, Department of Veteran's Affairs, Department of Justice, Department of Education, and many others, and worked to revise the government-wide standards on how such demographic data should be collected. BLS continues to be involved in developing guidelines for implementing the new standards.

Through its work with ICSP, BLS was heavily involved in the development of FedStats, a "one-stop shopping" Web site for federal statistics which was completed in the spring of 1997. Through this site, users can access official statistical information from over 70 federal agencies without having to know which agency released which statistics. These data cover a wide range of topics, such as economic and population trends, health care costs, aviation safety, foreign trade, farm production, and many more. BLS continues to be involved in research and development activities which support the long-term goals of FedStats, including the development of a national statistical information infrastructure. To this end, BLS is a member of the intra-governmental Federal Information Services and Applications Council and a contributing partner in several Digital Government

research projects funded by the National Science Foundation (NSF).

Among statistical resources at DOL, BLS produces data on the workforce, workplace, and wages. For example, ETA uses occupational employment survey data in alien certification decisions; ESA uses compensation surveys in setting prevailing wages and benefits for contractors providing services to the federal government; OSHA uses occupational safety and health statistics to identify those areas in most need of attention; and VETS uses data on the employment situation for special disabled and Vietnam-era veterans in a Congressionally-mandated biennial report.

BLS, moreover, maintains strong ties to the business community and to organized labor, through consultative groups that meet periodically.

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

DOL is committed to protecting workers' hours, wages, and other conditions when on the job, providing unemployment and workers' compensation benefits when workers are unable to work, and expanding, enhancing, and protecting workers' pension, health care, and other benefits.

Department of Labor programs and agencies which support this strategic goal include the Pension Welfare and Benefits Administration (PWBA), the Pension Benefit Guaranty Corporation (PBGC), the Employment and Training Administration's Unemployment Compensation programs, Trade Adjustment Assistance and North American Free Trade Agreement (TAA/NAFTA) programs, Workforce Investment Act, Dislocated Worker Assistance, the Employment Standards Administration's Wage and Hour, Office of Labor Management Standards, and Workers' Compensation programs, the Office of the Inspector General, and the Office of the Solicitor of Labor.

Strategic Goal 2: Outcome Goals

- * Increase compliance with worker protection laws
- * Protect worker benefits
- * Increase employment and earnings for dislocated workers

For Strategic Goal Two, the Secretary of Labor has established the following key priorities among the many programs covered by this strategic goal:

- * Domestic Child Labor: DOL will increase compliance with the Nation's child labor laws. Workplaces are to be free from

oppressive child labor. Young people will have opportunities for legal, constructive early work experience, and these youth will work safely and in circumstances that enhance - rather than compete with - their education.

- * Pension Education and Reform: All workers will have the opportunity for a comfortable retirement through a secure private pension plan, Social Security, and personal savings. DOL will work to broaden pension coverage and encourage small businesses to set up pension plans and to educate American workers about the financial planning knowledge required to enhance their retirement. This education program specifically targets women, minorities and youth.
- * Patients' Bill of Rights: DOL will continue to work with Congress to establish a strong, comprehensive and enforceable Patients' Bill of Rights (PBOR) to ensure that America's working families can truly rely on the health care benefits they have been promised. This priority is a joint effort involving representatives from various DOL Agencies which seeks ways to ensure the delivery of quality health care to America's working families. As part of this effort, DOL has also issued a proposed regulation that, when finalized, will minimize the time it takes to process health benefit claims by shortening allowable time frames.
- * Dislocated Workers: DOL will ensure that workers, employers, and communities have the tools and services they need to plan and manage change and worker dislocation successfully in a dynamic economy wherever possible to minimize the effects of worker dislocation. Easy and universal access to these tools and services will ease workers' anxiety about job changes and help them quickly find new jobs with wages and benefits as good as or better than their old jobs.

The outcome goals under Strategic Goal Two are:

- * Increase Compliance with Worker Protection Laws
- * Protect Worker Benefits
- * Increase employment and earnings for dislocated workers

OUTCOME GOAL 2.1: Increase compliance with worker protection laws

Performance Goals: (2)

2.1A Increase compliance with labor standards laws and regulations including youngworkers in nationally targeted industries.

2.1B Increase child labor compliance by _ percentage points over established baselines in those selected industries where data indicate that the risk of serious injury of young workers is greatest.

2.1C Achieve child labor compliance by ____ % of the employers previously investigated in those selected industries where the data indicate that the risk of serious injury to young workers is greatest.

2.1D Increase compliance by 15 percentage points (10-15 percentage points based on years surveys are conducted) among employers which were previous violators, and the subject of repeat investigations in nationally targeted industries.

2.1E Achieve 90% timely union reporting compliance by unions with annual receipts greater than \$200,000 that timely file union annual financial reports for public disclosure access.

2.1F Increase by 2.5% per year both the number of closed fiduciary investigations of employee pension plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected from mismanagement and risk of future loss is reduced.

2.1G Increase by 2.5% per year the number of closed fiduciary investigations of employee health and welfare plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected from mismanagement and risk of future loss is reduced.

Strategies to Achieve Goals:

DOL's Employment Standards Administration will conduct targeted strike force investigations in low-wage industries where enforcement data and history demonstrate high rates of violations or egregious violations, workforce demographics show a high concentration of low-wage workers, or there are changes, either growth or decline in an industry. Based on this information, DOL will determine the most effective interventions to use with repeat violators. (2.1A, B, C, D)

DOL will conduct industry investigation-based compliance surveys to measure the change in repeat violators' compliance rates, including child labor. Based on this information, the agency will determine the most effective interventions to use with repeat violators. (2.1A, C, D)

DOL will continue to develop and refer to the Solicitor of Labor investigations for civil and criminal action, and make referrals to the Worker Exploitation Task Force. (2.1A, B, C, D)

DOL will use available data to determine those industries where the risk of serious injury to young workers is greatest in order

to target for enforcement and outreach to increase child labor compliance. (2.1B)

DOL will implement a multi-prong strategy of effective enforcement to remove young workers from dangerous situations and target the most vulnerable workers, promote voluntary compliance by providing compliance educators, and create a "multiplier" effect by creating partnerships with employers, young workers, parents, educators, unions, advocates, and other governmental agencies. (2.1A, B, C, D)

DOL will provide information to educate employees, worker advocacy groups, community organizations, employers, and employer associations about the provisions of the laws enforced by ESA's Wage and Hour Division. (2.1A, B, C, D)

DOL will continue specific child labor outreach programs, "Work Safe This Summer," and "Fair Harvest/Safe Harvest." (2.1B, C)

DOL will seek and enhance partnerships with other Federal, State, and local law enforcement agencies to leverage our enforcement and outreach efforts and develop corporate partnerships in compliance. (2.1A, B, C, D)

DOL will strengthen processes for assessment and collection of back wages owed to employees of firms found not in compliance with labor standards, including the redesign of the information systems in this area. (2.1A, B)

DOL will secure reports required from unions and others under the Labor-Management Reporting and Disclosure Act (LMRDA) and make them available for public disclosure. DOL will administer programs to secure timely, accurate, and complete LMRDA reports. (2.1E)

DOL will implement a system for electronic submission of union financial disclosure reports under the Labor-Management Reporting and Disclosure Act. The system will facilitate filing and provide easy access to a searchable database of reported information that is accessible through the Internet. (2.1E)

DOL will continue to target and investigate pension plan violations where participants are most susceptible to actual loss of benefits, or "populations" of plan participants who are potentially exposed to the greatest risk of falling victim to unlawful conduct. The Solicitor will continue to support PWBA's enforcement efforts by pursuing litigation to remove bad actors and to make financial recoveries on behalf of plan participants. In addition, the OIG will continue its effort to combat the influence of organized crime and labor racketeering in this arena. (2.1F)

DOL will enforce the new health care provisions in Employee Retirement and Income Security Act and will develop an

investigative aid to assist investigators in reviews of health plans to determine whether there is compliance with the new health care laws. (2.1G)

Cross-Cutting Coordination

To carry out its several enforcement responsibilities, DOL cooperates with DOJ, INS, DOD, GSA, HHS, USDA, and others, as well as coordinating with its own internal agencies. Cooperative efforts include coordination between ESA's Wage and Hour Division and ETA relating to migrant and seasonal labor issues, and programs designed to increase compliance in the "Salad Bowl" and agricultural commodities. ESA works with DOD and GSA with respect to applicable wage determinations for government contracts. ESA works closely with ETA, USDA, HHS, and the states to explore the interaction of workplace laws and welfare reform. Each initiative to coordinate with other agencies is designed to increase compliance with worker protection laws by leveraging resources, reducing overlapping activity, and utilizing the strengths of each entity.

Another cross-cutting initiative is the President's "Worker Exploitation Task Force", co-chaired by the Solicitor of Labor and the Assistant Attorney General for Civil Rights (DOJ). This task force facilitates criminal investigations and prosecutions of cases involving slavery and abuse of workers including undocumented foreign nationals who are lured to this country and then exploited. The task force consists of representatives from DOJ's Civil Rights Division, Violence Against Women Office, and Office of Victims of Crime, as well as the FBI, EEOC, INS, DOL, and the State Department.

ESA's Wage and Hour Division is the lead agency in coordinating the Secretary's domestic child labor initiative, "Safe Work/Safe Kids," among virtually all agencies in the Department. This is a multi-prong strategy of enforcement, education, and partnerships to ensure that young people have opportunities for legal, constructive early work experience which is safe and enhances, rather than competes with, their education. Two multi-year performance goals have been added to reflect this Secretarial priority.

To leverage its impact - both with respect to enforcement and the dissemination of information ultimately leading to increased compliance - ESA's Wage and Hour Division seeks to enter into partnerships with industry leaders, employers, employer associations, commercial consumers, and the States. For example, the Department has supported the work of the Fair Labor Association, the organization established by the Apparel Industry Partnership to oversee implementation of its Workplace Code of Conduct and monitoring principles. Subsequent to the discovery in 1998 of very young children working illegally in

the onion harvest, four producers in the Texas Rio Grande Valley signed a compliance monitoring agreement with Wage and Hour committing to check for child labor compliance at least twice a day when crews are planting or harvesting; prescreen farm labor contractors before entering into contractual agreements; notify Wage and Hour immediately upon finding a child labor violation;

and cooperate or take appropriate steps to remedy the violation; train employees and farm labor contractors about the child labor requirements before each planting or harvesting season; and, report semiannually to Wage and Hour the results of their monitoring activities. Investigations during the area's 1999 harvest found no children illegally employed. Now compliance agreements with producers, processors, and packers are routinely encouraged. In 1999, Sears, Roebuck and Company entered into a corporate-wide program to help ensure compliance by conducting self-audits, enhancing training for store managers and young workers and providing informational material to the parents of all young workers under 18 years of age. At the end of the year, Toys R' Us entered into a similar agreement. These agreements are being used as models for other corporations, especially in industries such as retail where youth are frequently employed. In addition to partnering with K-Mart, the American Academy of Pediatrics, the National Consumers League and the National Institute for Occupational Safety and Health to promote its annual "Work Safe This Summer" educational campaign, in 1999 the

Department added new partners - the National Association of Theater Owners, National Recreation and Parks Association, and the International Association of Amusement Parks and Recreation. Consistent with the "Safe Work/Safe Kids" initiative, the Secretary announced a partnership with the States, the Federal/State Child Labor Task Force, to improve coordination of child labor enforcement and outreach activities and enhance communication including the sharing of data about the employment of youth and strategies about their safe employment.

In accordance with the Small Business Regulatory Enforcement Fairness Act (SBREFA), DOL's Office of Small Business Programs (OSBP) provides one-stop service as a clearinghouse for DOL compliance assistance information, inquiries, and comments on enforcement activity. OSBP serves a cross-cutting function by coordinating with all of the DOL enforcement agencies on customer/stakeholder feedback to resolve problems and improve agency operations.

Every enforcement agency within DOL maintains close ties and shares information with other law enforcement agencies. In the Labor-Management Reporting and Disclosure Act (LMRDA) criminal enforcement matters, cooperation may extend, as appropriate, to participation in joint investigations with other federal agencies, including the FBI and IRS. The DOL-OIG coordinates its investigations into organized crime/labor racketeering activity in internal union affairs with the DOJ and pertinent law enforcement entities. At the Departmental level, joint

investigations are conducted with PWBA, and the DOL Office of Inspector General.

In carrying out the Department's Employee Retirement and Income Security Act (ERISA) and Federal Employee Retirement Security Act (FERSA) responsibilities, PWBA, assisted by the Solicitor of Labor, coordinates its enforcement, policy, and regulatory, as well as public information programs with numerous federal, state, and local entities. Similarly, DOL-OIG coordinates its investigations into organized crime/labor racketeering activity in employee benefit plans with the Department of Justice and pertinent law enforcement entities. Under ERISA, two DOL agencies, PWBA and PBGC share responsibility with the Treasury Department and the IRS. DOL works on health benefit matters with HHS. Cooperation with these agencies promotes increased benefit coverage by minimizing regulatory and administrative burdens, to the extent appropriate, with respect to ERISA's statutory and regulatory requirements. DOL also sponsors the ERISA Advisory Council, a vehicle for private-sector coordination.

Additionally, DOL often coordinates enforcement actions with financial institution regulatory agencies, such as the Comptroller of the Currency, the Federal Reserve System, the Federal Deposit Insurance Corporation, the National Credit Union Administration, the Securities Exchange Commission, state insurance, and financial regulatory entities, as well as with enforcement agencies such as the FBI, U.S. Postal Service, and state and local law enforcement agencies. This coordination supports DOL's performance goal of increasing the number of PWBA investigations that result in positive monetary results.

OUTCOME GOAL 2.2 Protect Worker Benefits

Performance Goals:

2.2A Provide fair benefit determinations and timely benefit payments to unemployed workers. By 2004:

- * Increase to 42 the number of States meeting the minimum performance standard for quality in handling eligibility determinations.
- * Increase to 48 the number of States meeting or exceeding the minimum performance criterion that 90% of all first payments will be made within 14/21 days.

2.2B Increase by 10% benefit recoveries achieved through the assistance of Pension Benefit Advisors.

2.2C Increase by 5% the number of workers who are covered by a pension plan sponsored by their employer, particularly women, minority and workers in small business.

2.2D Return Federal employees to work following an injury as early as appropriate indicated by an 8% reduction from the FY 2000 baseline in the average number of production days lost due to disability.

2.2E Produce \$165 million in cumulative first-year savings in the FECA Program through Periodic Roll Management (PRM)

2.2F In the FECA Program, reduce the overall average medical service cost per case by 2% (adjusted for inflation).

2.2G Each area of the country will be surveyed for all four types of construction at least every three years, and the resulting Davis-Bacon wage determinations validly represent locally prevailing wages/benefits.

2.2H Reduce to 3 to 4 years the average timeframe to send final, accurate benefit determinations to participants in defined benefit pension plans taken over by PBGC.

Strategies to Achieve Goals:

Support State initiatives to examine, ensure and/or enhance the macroeconomic effectiveness of the Unemployment Insurance programs. (2.2A)

DOL will support and work cooperatively with State and other Federal partners' efforts to build a strong and effective workforce system. (2.2A)

DOL will complete the development and implementation of UI PERFORMS to provide a framework for renewed program improvement efforts. This will include completion of additional performance measures development; refinement of the State Quality Service Plan (SQSP) and the planning process, promulgation of an overall UI PERFORMS regulation and development and institution of additional performance incentives. Program improvement efforts will initially emphasize raising performance by identifying States which fail to attain minimum performance levels (i.e., failure to meet performance criteria) and working with them on the development of realistic, achievable corrective action plans. (2.2A)

DOL will engage in ongoing discussions with States, employers, and claimants to improve communication, identify issues and needs, and promote input in the design of the UI program. (2.2A)

DOL will support UI program design and improvement through a revitalized research program. (2.2A)

DOL will promote financing equity and adequacy by developing a new system for estimating the level of resources needed for administering the UI program and their distribution. (2.2 A)

DOL will provide a prompt and courteous response to all benefit complaints filed with PWBA and furnish the complainant with an understandable explanation of the outcome of PWBA's review and investigation and in appropriate cases, make inquiries on their behalf. (2.2B)

DOL will promote greater overall levels of retirement savings by encouraging individuals to begin saving at a younger age; improving individuals' understanding of their savings options and the consequences of their choices and encouraging businesses, especially smaller companies, to provide greater educational services to their employees. As part of this effort, DOL will increase the number of targeted educational materials distributed which promote pensions for women, minorities, and small businesses. (2.2C)

DOL will promote increased benefit coverage by continuing to work with other Employee Retirement Income Security Act (ERISA) Agencies (Treasury and IRS) to minimize regulatory and administrative burdens with respect to the requirements of ERISA. For example, this is accomplished by exploring alternative means of compliance such as the electronic filing of plan documents. DOL and the other ERISA agencies have already worked to shorten the Form 5500 annual report filed by pension and other benefit plans. (2.2C)

DOL will facilitate returns to work through better oversight of medical treatment by actively managing disability cases to include intervention in the early (Continuation of Pay) period of disability and improved access to expert medical evaluation; communicating more effectively with medical providers, through better technology and interaction between treating physicians and nurse case managers; and screening treatment and pharmacological case histories against established norms, identifying treatment outside those norms for directed review, in the context of speedy return to work. (2.2D)

DOL will streamline the vocational rehabilitation process and make it more effective; and work with agencies to achieve reasonable accommodation for disabled employees in light of the goals of the Presidential Task Force for accommodation of adults with disabilities. (2.2D)

DOL will expand electronic filing of injury notices and claims for wage loss to all agencies, to permit earlier intervention in disability cases; improve the medical authorization process, so that injured employees get appropriate and needed medical treatment as soon as practicable; and use "intelligent software" to prompt earlier adjudication and case management of selected

injury cases. (2.2D)

DOL will use regular meetings with stakeholders at the national level as a vehicle for program improvement; and will work with agencies to achieve the goals of Federal Worker 2000. (2.2E)

DOL will maximize staff efficiency through "paperless" technology and electronic data interchange, and use redesigned automated tools to support continuous disability management of all cases, from early intervention through long-term disability. (2.2E)

DOL will improve internal medical authorization and medical oversight to ensure the appropriateness of treatments; expand the use of commercial software to screen incoming medical bills for duplicate services and abusive billing practices; evaluate and resolve questionable billings; and apply fee schedules to ensure appropriate payment for medical services. (2.2E, F)

DOL will establish a trained staff in each office to carry out a regular quality bill review program and eliminate payment errors as measured by annual audits. (2.2F)

DOL will improve the model for forecasting future FECA benefit costs for Federal agencies. (2.2E, F)

DOL will re-engineer/"reinvent" the Davis-Bacon wage survey/determination system and, as part of a re-engineering/"reinvent" initiative, determine appropriate source(s) for wage data. It will also establish baselines to evaluate the results of the re-engineering/"reinvention" effort in areas such as response time on calls and letters, customer satisfaction, valid complaints of the wage determination rates, and accuracy of the wage rates. (2.2G)

PBGC will streamline the process for bringing defined benefit pension plans under PBGC trusteeship in order to reduce processing times and produce final benefit determinations faster for participants. Due to the complexity of the benefit calculations required by current law, reduction below the 3 to 4 year timeframe for most plans is not currently seen as feasible. The streamlining PBGC will continue to conduct will largely be based on customers surveys and focus groups, process re-engineering, and improved, customer-oriented computer systems. (2.2H)

Cross-Cutting Coordination

To fulfill the Department's employee benefit plan responsibilities, PWBA works with HHS, Treasury, the National Economic Council, the Bureau of Census, the Bureau of Labor Statistics, the Thrift Savings Board, the Solicitor's Office, the Small Business Administration, and PBGC. A specific example of crosscutting activity which directly supports performance

goals is DOL's recent joint initiative with the Small Business Administration to expand pension coverage for women, minorities, and small businesses.

PWBA has established a federal-state-local partnership to educate employee benefit plan participants who are at risk, namely, dislocated workers who face job loss and associated benefits losses, in understanding not only their rights under ERISA, Consolidated Omnibus Budget Reconciliation Act, Health Insurance Portability and Accountability Act, etc., but also how their employment status may affect their pension and health benefits.

As part of a federal-state program to ensure the integrity of the Unemployment Insurance Fund, DOL provides leadership in the review and reform of Unemployment Insurance administrative financing and the examination of eligibility provisions to expand the safety net for low-wage workers who lose their jobs. DOL continues to work closely with the Treasury, OMB, the Council of Economic Advisors, and National Economic Council on its UI Reform Proposal and solvency targets.

In addition, links will be forged with the Treasury for electronic transfer of accounting data between the UI Trust Fund accounting system and the DOL system. Electronic exchange of data with SSA will increase the speed and accuracy of determinations on UI claims, thus reducing fraud.

DOL will continue to work with Treasury, SSA, and BLS 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 also 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.

ESA's Federal Employees' Compensation Act (FECA) program involves every federal agency in the filing and management of injury compensation claims. The FECA program coordinates with the Office of Personnel Management on matters of benefit elections, and in some specialized claims, with state and local police agencies on matters of entitlement and benefits. Federal agencies which undertake special initiatives work closely with FECA program offices at the national and regional levels to evaluate best practices. Other efforts also improve communication and cooperation. Through the Agency Query System (AQS), the Department provides secure, on-line information to enable agencies to provide better service to their injured employees and assist in FECA claims processing and case management. In new injury cases, the Department assigns nurses

to coordinate among injured workers, agencies, and medical providers to resolve issues and facilitate recovery and return to work.

ESA's Office of Workers' Compensation Programs is working in partnership with all federal agencies in two key performance areas: the improvement in the timeliness of injury claims submissions - in part through expansion of electronic links for claims submission - and an increase in re-employment opportunities. ESA has been using, and plans to expand, its Internet site to post agency performance results related to these activities.

On July 2, 1999, the President signed the Federal Worker 2000 Initiative, which requires Federal agencies to reduce new workplace accident/illness rates, speed the timeliness of reporting new injuries to the Department of Labor, and reduce lost production days rates. ESA's OWCP will work with federal agencies to meet these goals by intervening in lost time cases, providing case management, and tracking disability time lost during the Continuation of Pay period immediately following an injury. ESA's OWCP will measure agencies' performance against the baseline for the Lost Production Days goal, and will continue to post agencies' quarterly performance during FY 2000 on its Federal Worker 2000 website. ESA will continue to track and post detailed agency (and sub-agency) performance in terms of timely injury notice submission, another of its Federal Worker 2000 goals. ESA's OWCP will work in tandem with OSHA to help agencies reduce accident/illnesses as well as speed return to work.

OUTCOME GOAL 2.3: Increase employment and earnings for retrained workers

Performance Goals:

2.3A By PY 2002, 75% of the individuals registered under the WIA dislocated worker program will be employed in the quarter after exit.

2.3B By PY 2002, 85% of the individuals registered under the WIA dislocated worker program will be employed in the third quarter after program exit.

2.3C By PY 2002, the individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit will have 92% of their pre-dislocation earnings.

2.3D By 2002, 75% of workers dislocated in large part because of trade and who receive trade adjustment assistance benefits will be employed in the quarter

after program exit.

2.3E By 2002, 85% of workers dislocated in large part because of trade and who receive trade adjustment assistance benefits will be employed in the third quarter after program exit.

2.3F By 2002, workers dislocated in large part because of trade and who receive trade adjustment assistance benefits, who are employed in the third quarter after program exit, will earn 92% of their pre-dislocation earnings.

2.3G By PY 2002, the wages of the incumbent workers receiving training under the incumbent worker initiative will be 5% higher than their pre-program wages, when measured in the first quarter after program exit.

Strategies to Achieve Goals:

DOL will provide access to training and reemployment services to more dislocated workers through increased formula-funded grants to states and discretionary emergency grants. (2.3A, B, C)

DOL will educate dislocated workers on services available and access points by continuing support of the national toll-free telephone system. (2.3A, B, C)

DOL will help local areas to better understand business and labor market trends. This will include gathering and sharing information on methods to forecast local job growth and decline (i.e., community strategic planning, localized labor market audits) which will help communities prevent dislocations, more effectively target their training resources, and support business growth and worker welfare. (2.3A, B, C)

DOL will help prevent dislocations and upgrade workers' skills by investing in technical assistance, demonstrations and other projects that include the skill shortage initiative, and innovative incumbent worker training strategies. (2.3A, B, C)

DOL will improve services to dislocated workers who are likely to exhaust unemployment insurance benefits under the Worker Profiling and Reemployment Services component of the workforce system by providing re-employment services (e.g. job search workshops, counseling, referrals to suitable openings) and other needed assistance. (2.3A, B, C)

Expand and enhance the coverage of trade adjustment assistance by supporting the enactment of TAA reform legislation which provides for certification of workers displaced by shifts of production to offshore locations, increases the funds available for worker retraining, and reduces the time provided for the

issuance of TAA certifications. (2.3D, E, F)

DOL will visit and provide operational and technical assistance to Incumbent Worker grantees to ensure that they become fully operational in the shortest time period and to avoid potentially harmful issues in program start-up. (2.3G)

Cross-Cutting Coordination

The Department is a leader in collaborating with other federal agencies, including Commerce, Agriculture, HUD, Treasury, SBA, as well as state and local governments, to undertake efforts for economic development and community adjustment assistance in areas affected by worker dislocations, including trade-impacted areas. These government entities work with the Community Adjustment and Investment Program (CAIP) and the North American Development Bank (NADBank), created by the implementing legislation for the North American Free Trade Agreement, to increase business investment opportunities and employment opportunities for dislocated workers.

Through the creation of America's Learning Exchange -- part of America's Career Kit -- the Department is helping to create a training marketplace to link training providers with individuals and employers who need new skills. The Exchange involves a partnership with 16 states, the Public Broadcasting System, and the American Society of Training and Development.

Strategic Goal Three - Quality Workplaces: Foster Quality Workplaces That Are Safe, Healthy and Fair

This strategic goal will foster workplaces that are safe, healthy, and fair. As today's workplace is increasingly affected by global markets, DOL will also address core international labor standards and child labor as they affect American workers.

Department of Labor programs and agencies which support this strategic goal include the Employment Standards Administration's Office of Federal Contract Compliance Programs, the Employment and Training Administration, the Occupational Safety and Health Administration, the Mine Safety and Health Administration, and several Departmental Management agencies, including the Bureau of International Labor Affairs, the Women's Bureau, the Office of the Solicitor, and the Office of the Assistant Secretary for Administration and Management .

Strategic Goal 3: Outcome Goals

- * Reduce workplace injuries, illnesses, and fatalities
 - * Foster equal opportunity workplaces
- * Increase availability and effectiveness of programs that support a greater balance between work and family
 - * Reduce exploitation of child labor and address core

International labor standard Issues

The Secretary of Labor's key priorities for this strategic goal are the following:

- * Ergonomics: DOL will develop an ergonomics standard that permits employers and employees flexibility in dealing with ergonomic problems to reduce injuries and illnesses due to overexertion, or other physical stress in the workplace.
- * Pay Equity: DOL is committed to promoting the dignity of all work by ensuring equal pay, ending pay discrimination and ensuring equal employment opportunities.
- * International Labor Standards: DOL will influence a global economy where worldwide implementation of core labor standards is the basis for continuous improvement of working conditions and sustainable and fair economic growth.

OUTCOME GOAL 3.1: Reduce Workplace Injuries, Illnesses, and Fatalities

Performance Goals:

3.1A Reduce the number of mine fatalities and non-fatal injury rate to below the average number recorded for the previous 5 years.

3.1B Reduce by 20% the percentage of coal dust and silica dust samples that are out of compliance, for coal mines and metal and nonmetal high-risk mining occupations, respectively.

3.1C Reduce three of the most significant types of workplace injuries and causes of illnesses (silica exposure; amputations; and lead exposure) by 15%. [These injuries and causes of illnesses are FY 2002 targets and will be replaced in FY 2003.]

3.1D Reduce injuries and illnesses by 15% in five industries characterized by high-hazard workplaces (shipyards, food processing, nursing homes, construction and logging). [These industries are FY 2002 targets and will be replaced in FY 2003.]

3.1E Reduce injuries and illnesses by 20% in at least 100,000 workplaces where OSHA initiates an intervention. [This goal will be completed in FY 2002.]

3.1F Decrease fatalities in the construction industry by 15%, by focusing on the four leading causes of fatalities (falls, struck-by, crushed-by, and electrocutions and electrical injuries).

3.1G Reduce work-related ergonomic injuries and illnesses by 15% in general industry.

3.1H Reduce injuries and illnesses by 15% at work sites engaged in voluntary, cooperative relationships with OSHA.

Strategies to Achieve Goals:

For mandated inspections, DOL will place special emphasis on the types of mines and accidents experiencing high levels of injuries and fatalities. It will investigate fatal accidents and serious nonfatal accidents, use problem solving, root cause analysis, and trend analyses to address persistent safety problem areas. These investigations and analyses provide valuable information which is also used by industry and labor organizations to develop strategies to prevent similar occurrences and to promote awareness in areas of concern. DOL will conduct targeted "safety sweeps" to educate and assist mine workers and operators in ways to improve the safety environment as a certain trend becomes evident. (3.1A)

DOL will conduct activities designed to assist industry and labor in improving safety and health conditions and practices to include: assisting mine operators in solving difficult safety and health problems, directing informational outreach programs to focus attention on high incidence causes of accidents and illnesses, providing advice on "best practices" information tailored to individual mining operations, providing onsite individual mine safety and health training program evaluations, and distributing safety and health training materials. (3.1A & B)

DOL, via MSHA, will continue to implement the recommendations of the Advisory Committee on the Elimination of Pneumoconiosis Among Coal Mine Workers by sampling respirable dust with greater frequency, increasing monitoring inspections at coal mines that continue to have difficulty complying with dust standards, focusing on the maintenance and operation of required dust controls and the adequacy of the requirement for operators to collect representative coal dust samples, and offering educational and training assistance on effective dust controls for those who ask for it. At metal and nonmetal mines, DOL will increase targeted inspection activities and increase sampling presence in mines with excessive silica dust levels. (3.1A)

DOL will enhance international cooperation in order to promote injury and illness prevention through international mine safety and health standards, to articulate common concerns in dealings with industry throughout the world, and to pool expertise and the exchange of technical information. (3.1A & B)

DOL will maintain a strong enforcement presence as an effective deterrent for employers who fail to meet their safety and health responsibilities. (3.1C-H)

Use site-specific injury and illness data to target inspections to address the most significant types of workplace injuries and causes of illnesses, industries characterized by high-hazard workplaces, and the workplaces with the worst safety and health records. (3.1C-G)

Link OSHA's compliance assistance and enforcement strategies, including the OSHA Consultation program, to impact the hazards and industries targeted by OSHA's performance goals in a coordinated, complementary manner. (3.1C-G)

OSHA will implement local strategic initiatives which address OSHA strategic and performance goals. (3.1C-H)

DOL will support and collaborate with its State Plan Partners to assist in implementation of State strategic plans focused on improvements in workplace safety and health and will work with State plan partners to support State strategic activities to reduce occupational injuries, illnesses, and fatalities. (3.1C, D, E &F)

DOL will deliver an appropriate mix of interventions and compliance assistance tools to assist employers in complying with final rules, including the use of new technologies to provide compliance assistance, such as distance learning technologies, including web-based and interactive technical assistance tools; as well as dedicating staff in OSHA's field offices to coordinate and conduct compliance assistance activities. (3.1C-G)

OSHA will develop partnerships and other cooperative efforts with the occupational safety and health community to identify and address significant workplace hazards, emphasizing those targeted by OSHA's performance goals. (3.1H)

Cross-Cutting Coordination

Outcome goal: Reduce workplace injuries, illnesses, and fatalities (MSHA, OSHA)

Within the Department, OSHA, MSHA, BLS, and ESA work together to accomplish performance goals for reducing workplace injuries, illnesses, and fatalities. OSHA and BLS collaborate to ensure that workplace injuries, illnesses and fatalities are accurately reported. They have worked on a new recordkeeping rule that will offer clearer definition of work-relatedness, a better explanation of what constitutes light duty, and a much improved and simpler recordkeeping form. Collaborative efforts to ensure consistency in regulatory actions that affect workers in both OSHA and MSHA jurisdictions are ongoing. MSHA provides expertise to evaluate laboratories under OSHA's certification program of

Nationally Recognized Testing Laboratories, while OSHA performs asbestos analysis for MSHA.

OSHA and ESA coordinate under the Department's Safe Work/Safe Kids initiative to help ensure that teens have safe and positive work experiences. Safe Work/Safe Kids embraces a strategy of enhanced enforcement, increased education, strong partnerships, and heightened public awareness. For example, when recently, in Webster, New York, a 12-year-old boy severed his arm below the elbow while operating an auger, the ESA's Wage and Hour Division cited the employer for employing a child under the legal age for employment, for permitting a child under 18 years to operate a machine prohibited by a Hazardous Occupations Order, and for permitting a child to work in a warehouse, a prohibited area. OSHA also cited the firm for failing to properly guard the auger, an alleged serious violation.

Both MSHA and OSHA work closely with the National Institute for Occupational Safety and Health (NIOSH), which is responsible for conducting research on occupational safety and health issues. One of the disadvantages that both agencies face as they seek to reduce the risk of occupational illness is a lack of good, solid data that ties specific illnesses to certain specific workplace conditions. Next year, NIOSH will launch another occupational exposure survey to find out more about workplace hazards, exposures and controls in industries covered by both MSHA and OSHA. The new survey will cover both more industries and more issues than the surveys NIOSH conducted in the 1970's and 1980's. NIOSH also has supported OSHA in verifying the science on workplace ergonomics in their literature review, which OSHA relied on in its proposed ergonomics standard. NIOSH concluded that there is clear evidence that poor ergonomic conditions are causing injuries in the workplace, and that there are solutions that work.

NIOSH is also assisting in MSHA's pilot "Miners' Choice Health Screening" chest x-ray program to determine the extent of black lung disease in the Nation. NIOSH is coordinating the readings and notifies the miner--a voluntary participant; MSHA receives only statistical information.

To help the Department meet its performance goal of reducing illnesses due to silica exposure and other workplace-related diseases, MSHA and NIOSH have developed working relationships in several areas, including respirator performance, explosives research, and medical research. An example of a successful joint program was the Department of Labor's National Campaign to Eliminate Silicosis, which was launched by MSHA, OSHA, and NIOSH, in partnership with the American Lung Association. This effort led to stepped up focus on compliance assistance and enforcement initiatives across all occupations where overexposure to silica must be reduced.

To help accomplish the goal to identify and remove potential risks to construction workers, OSHA is coordinating with the Federal Highway Administration and others in a Work Zone Safety Awareness Week program. Road construction workers are exposed to safety and health hazards which often lead to serious physical harm and death. Road construction zones nationwide are estimated to increase by 66% over the next six years. The majority of fatalities involve workers struck by motorists and construction vehicles. Roadway workers also face hazards from crane use, trench activities, falls from heights, lead exposure, silica exposure, and other hazards. OSHA has also launched inspections to reduce fatalities, injuries, and illnesses at road construction zones in Illinois, Wisconsin, and Ohio.

OSHA has coordinated with the Centers for Disease Control (CDC) to issue a Hazard Information Bulletin for Lyme disease that includes the present state of knowledge regarding the disease and protective measures of which workers and employers need to be aware. The Bulletin advised on the signs and symptoms of Lyme disease, as well as on preventive measures for decreasing the risk of Lyme disease transmission. Most cases of early Lyme disease can be successfully treated with commonly available antibiotics; therefore, early diagnosis and initiation of therapy are important to ensure the best possible treatment outcome.

Realizing the need to reach out to the small business community, OSHA is taking major steps to work with the SBA, and in particular with the SBA's Office of Advocacy. OSHA has developed a strong working relationship with the Advocate in Washington, D.C., and is partnering with the Regional Advocates network to conduct Small Business Forums in each region. OSHA is developing a small business guide on amputations that will identify the major types of equipment that cause amputations in various industries and provide abatement strategies. OSHA offers many resources designed specifically for smaller employers. The Agency wants to encourage small businesses to establish safety and health programs and find and fix hazards to prevent workplace injuries and illnesses. OSHA's webpage for small businesses provides one-stop shopping for the most popular materials for small businesses - from free on-site consultation, to interactive computer software, to technical information and easy-to-follow guides for specific OSHA standards. It also includes links to local OSHA offices and to the Small Business Administration.

Several other Federal Government agencies have safety and health responsibilities which overlap with those of OSHA, MSHA and ESA, including the U.S. Coast Guard (for protection of workers in industries dealing with water safety), the Federal Aviation Administration and the Federal Railroad Administration, the Department of Energy and the Nuclear Regulatory Commission, and

the Bureau of Alcohol, Tobacco and Firearms. Through the use of Memoranda of Understanding and other interagency agreements, MSHA, OSHA and ESA continue to work toward eliminating duplication and minimizing overlap of activities.

In recent years, OSHA has also participated in initiatives expanding the Voluntary Protection Program to Federal agencies. The Department of Interior's National Park Service is currently implementing its own VPP project. With regard to broader safety and health efforts in Federal agencies, OSHA has implemented the President's initiative, Federal Worker 2000, to reduce workplace injuries and illnesses in Federal agencies, and working in tandem with ESA, reduce the average duration of time away from work due to work injuries and speed return to work.

OUTCOME GOAL 3.2: Foster Equal Opportunity Workplaces

Performance Goals: (3)

3.2A Increase by 30% the number of federal contractors brought into compliance with the EEO provisions of federal contracts via compliance evaluation procedures.

3.2B To increase compliance with the EEO requirements among federal contractors, measure the effectiveness of OFCCP's education, technical assistance, and outreach efforts.

3.2C Narrow the wage gap for protected groups within the federal contractor reporting community.

3.2D Review methods of administration submitted under Workforce Investment Act (WIA) for those state administered plans that have been fully approved by ETA and procedures for ensuring nondiscrimination in 4 national programs. Notify states and national programs of compliance or actions required to be in compliance with all civil rights laws and regulations.

Strategies to Achieve Goals:

As part of the DOL Equal Pay Initiative, DOL will review pay issues in all ESA supply and service reviews, and will emphasize pay issues in focused reviews. In cooperation with the National Solicitor of Labor (NSOL), DOL will jointly develop and implement a model enforcement (investigative and litigation) strategy. (3.2A & C)

DOL will fully implement a tiered compliance review strategy that increases the number of contacts with federal contractors, reduces the paperwork burden on federal contractors, and allows flexibility for tailored reviews without conducting a full investigation in every case. (3.2A, C)

DOL will provide information such as publications and Internet communications on key equal employment opportunity and affirmative action issues (including the Fair Pay Clearinghouse). (3.2B)

DOL will promote "best practices" by federal contractors that have exceptional affirmative action and nondiscrimination programs by recognizing their efforts with the Exemplary Voluntary Efforts (EVE) Award, the Opportunity 2000 Award, the Exemplary Public Interest Contribution (EPIC) Award, and the Industry Liaison Group Award. As part of the DOL Equal Pay Initiative, DOL will consider pay issues when evaluating eligibility for these awards. (3.2B)

As part of the DOL Equal Pay Initiative, DOL will implement a new computerized employer self-audit tool. (3.2C)

DOL will promote compliance with applicable civil rights laws and regulations by conducting training conferences and custom-tailored training. Training will be provided for state and sub-state level financial assistance recipients on the full array of civil rights and nondiscrimination laws and regulations to enhance their knowledge and skills in voluntarily fulfilling the recipients' equal opportunity obligations. (3.2D)

DOL will conduct compliance reviews of states through the use of the Methods of Administration instrument. Each year, state entities scheduled for review will be assessed for compliance and voluntary conciliation agreements will be formulated for those entities determined not to be in compliance. (3.2D)

DOL will conduct follow-up reviews with state entities to ensure that the terms of conciliation agreements are being followed. Use of conciliation agreements will be the preferred vehicle to bring recipients into voluntary compliance.(3.2D)

DOL will work in partnership with grant recipients and equal opportunity staff at designated one-stop centers ensuring equal access to core services (i.e., labor exchange services, income maintenance, job search assistance, individual intensive services, training and labor market information). (3.2D)

DOL will educate grant recipients and equal opportunity staff of designated One-Stop centers on compliance with applicable Civil Rights laws related to persons with disabilities, including section 188 of WIA, Section 504 of the Rehabilitation Act of 1973, as amended, and Title II of the Americans with Disabilities Act, in voluntarily fulfilling the grant recipients' equal opportunity obligations. (3.2D)

DOL will identify problems or potential barriers to providing universal access in the service delivery system of one-stop centers which may necessitate modification of processes at other one-stop centers. (3.2D)

DOL will resolve disputes related to providing core services through Alternative Dispute Resolution as required under Departmental regulations implementing section 188 of WIA promoting voluntary compliance with applicable Civil Rights laws and associated statutes. (3.2D)

Through increased monitoring of targeted Job Corps Centers DOL will identify problems or potential barriers to provide equal access to persons with disabilities which may necessitate modification of processes at other Job Corps Centers. (3.2D)

Cross-Cutting Coordination

The Secretary established an interagency team including ESA's OFCCP, WB, PWBA, ETA, MSHA, OSBP and others, to develop cross-cutting programs and policies with the ultimate goal of achieving equal pay for women.

OFCCP's ongoing use of the Memorandum of Understanding (MOU) mechanism reflects the Departmental commitment to formalize complementary efforts between federal agencies. For example, an MOU with the ESA Wage and Hour Division provides information exchange and effective enforcement of the Family and Medical Leave Act. An MOU with Veterans' Employment and Training Service

allows coordinated public outreach efforts and information sharing regarding covered veterans. Outside the Department, OFCCP's MOU with the Department of Justice (DOJ) Office of Special Counsel provides for referral of information sharing, and coordinated public outreach efforts. An MOU with DOJ's Immigration and Naturalization Service (INS) allows the prompt referral to INS of all suspected violations against the employment of unauthorized workers. OFCCP's MOU with the Equal

Employment Opportunity Commission (EEOC) provides procedures for the coordinated collection, sharing, and analysis of data regarding individual or class complaints of discrimination on the basis of race, gender, national origin, or disability status. OFCCP is actively pursuing agreements with other federal contracting agencies.

Similar to ESA's OFCCP, the Civil Rights Center (CRC) works closely with DOL agencies, other federal agencies such as Justice, EEOC, HHS, and the U.S. Commission on Civil Rights. In addition, the CRC has membership on the Council of Federal Sector EEO and Civil Rights Directors as well as ongoing relationships with the Interstate Conference of Employment Security Agencies, the National Association of Cities and Counties, the Interstate Association of Personnel in Employment Security to enhance its enforcement and civil rights compliance efforts.

OUTCOME GOAL 3.3: Increase availability and effectiveness of programs that support a Greater Balance Between Work and Family

Performance Goals:

3.3A By 2004, the number of states with registered child care apprenticeship programs will increase to 49 and the number of newly registered child care apprentices will increase cumulatively by 200% over FY 2000 baseline.

Strategies to Achieve Goal:

DOL through ETA will increase the availability of child care by facilitating the development of States' consortia of representatives from the child care industry and government entities and by providing consultative and technical assistance to the States. (3.3A)

Cross-Cutting Coordination

To increase the number of states with child care apprenticeship programs, ETA will lead efforts that coordinate closely with the National Association of State and Territorial Apprenticeship Directors. ETA will continue to work with HHS on Head Start and child care issues; with HUD in the expansion of the HUD's Step-Up Program; internally with Job Corps on efforts to establish child care facilities at Job Corps Centers; with the Women's Bureau to tap its child care expertise; and with SBA to encourage apprenticeship program graduates to become independent providers/micro-entrepreneurs. ETA, through its interagency leadership in School-to-Work and Welfare-to-Work programs, will continue to provide opportunities for child care experience and training. DOL also will coordinate with state education and health and human service agencies in states that have adopted child care apprenticeship programs.

The Office of Apprenticeship Training, Employment and Labor Services (OATELS) will secure external child care experts as contractors to verify and validate the extent of positive outcomes of the FY 1999 Child Care demonstration project grantees (11) in establishing and implementing statewide apprenticeship systems built upon successful registered apprenticeship programs and best practice models. The experts will develop an assessment tool that will offer the grantees prescriptive guidelines to facilitate and ensure successful outcomes. Periodic on site reviews will be conducted during FYs 2000 and 2001, respectively, to document successful outcomes, evaluate the level of progress, and identify the need for prescriptive technical assistance and guidance which will be provided on an as needed basis. The awardees are the District of Columbia, Colorado, Indiana, Iowa, Kansas, Nevada, New

Hampshire, New York, Vermont and Wisconsin. Findings will be utilized for continuous improvements in the next two rounds of awards.

OUTCOME GOAL 3.4: Reduce Exploitation of Child Labor and Address Core International Labor Standards Issues

Performance Goals:

3.4A Reduce exploitative child labor by promoting international efforts and targeting focused initiatives in selected countries to include these objectives:

- * 100 countries will ratify International Labor Organization (ILO) Convention 182 on Worst Forms of Child Labor.
- * 80 countries will establish National Action Plans.
- * 500,000 children in developing countries will be targeted for prevention and or removal from exploitative work.
- * 250,000 children in developing countries will be prevented and/or removed from exploitative work.

3.4B Advance workers' protections and workplace safety in nations of the developing world to include these objectives:

- * 35 countries receive US financial support and commit to core labor standards.
- * Five initiatives to effect policy changes in other nations will yield judicial, legal, or significant policy decisions which improve core labor standards.
- * 30 project countries commit, with USA/DOL assistance, to make substantive improvements in social safety programs that protect workers and develop labor markets.

Strategies to Achieve Goals:

Given the reality of the global economy, the Secretary wants to assure that the benefits commonly attributed to a global economy, such as job growth and new export markets, are widely distributed. Paramount to such distribution is a global economy where the dignity of work is recognized, the rights of workers protected, and child labor is not exploited. ILAB is the primary agency whose programs support the Secretary's priority,

International Labor Standards. (3.4A)

Through the International Program on the Elimination of Child Labor, DOL will provide financial and technical support for innovative projects, within a clearly defined time frame (e.g. 5

to 10 years); will collect statistics and monitor child labor trends; will respond to requests from interested countries; and will advocate and enhance the worldwide movement against abusive child labor. Activities will seek to reinforce the ILO's campaign to prioritize action against the worst forms of child exploitation. Such work may involve targeting specific industries and geographic areas. (3.4A)

DOL will continue to conduct research and publish reports dealing with child labor exploitation and strategies to reduce its incidence around the world. DOL will work to improve the present methodologies and statistical capacity to measure outcomes. (3.4A)

DOL, through ILAB, will lead the U.S. government delegation at activities of the ILO, as well as other organizations such as the Organization for Economic Cooperation and Development, to pursue policies to foster international respect for core labor standards and support the Department's strategic interest in labor issues. (3.4 A&B)

DOL will support increased supervision and implementation of core labor standards by the International Labor Organization. ILAB will support implementation by the ILO of a convention on the Worst Forms of Child Labor and declaration and follow up mechanism to enhance ILO's ability to encourage member states to implement the core labor standards which are inherent in ILO membership. (3.4A)

By working collaboratively with Ministries of Labor from Central America, Panama, the Dominican Republic and Belize, ILAB will provide technical assistance to ensure that they have the capacity to implement their labor laws and implement core labor standards to support the Hemispheric economic integration process. (3.4 A&B)

ILAB will promote adoption of a framework that promotes core labor standards by countries of the Western hemisphere through effective follow-up to the Conference of Inter-American Ministers of Labor sponsored by the Organization of American States; in the ILO American Region Meeting of Ministers of Labor; and in activities of the Human Resource Development Group of the Asia-Pacific Economic Cooperation Forum. (3.4B)

DOL will implement the North American Agreement on Labor Cooperation (NAALC), the labor supplement agreement to NAFTA, to improve working conditions and standards in the U.S., Canada, and Mexico. Activities will focus on promoting compliance and

enforcement of labor laws and fostering cooperation on other relevant labor issues. (3.4B)

DOL will continue oversight of labor law enforcement to ensure promotion of high labor standards in North America through ILAB's review of submissions filed under the NAALC and the conduct of trilateral cooperative activities. (3.4B)

ILAB will focus NAALC cooperative activities, work plan, and other programs for direct benefit to individual workers (e.g. training, education assistance). (3.4B)

Cross-Cutting Coordination

In developing policies and programs, ILAB seeks the views and perspectives of business, labor, academic experts, and non-governmental organizations. Because of the importance of labor-related issues on many international and bilateral agendas, the need for cooperation and collaboration with other federal agencies is crucial. ILAB thus works closely with the Department of State, as well as U.S. AID, the U.S. Trade Representative, and at times with the Departments of Commerce, Treasury, and Education to encourage countries to improve the implementation of core labor standards. ILAB also participates in numerous interagency committees and groups, including the National Security Council and the National Economic Council.

On child labor, ILAB works closely with the ILO's International Program for the Elimination of Child Labor to develop regional, country, and sector-specific projects to reduce the incidence of child labor and develop educational opportunities for children. In the development of certain projects, ILAB works with U.S. and foreign industry representatives and non-governmental organizations to ensure programs are effective and credible.

ILAB develops its labor technical assistance in close cooperation with USAID, the World Bank, and Ministries of Labor in foreign countries. To successfully implement these programs, ILAB must draw on the technical expertise of other DOL agencies such as OSHA, MSHA, ETA, ESA, BLS, PWBA, and VETS.

Key External Factors That May Affect Performance

Some of the trends likely to change the complexion of the U.S. economy, workplace and workforce in the 21st century were discussed at length in the introduction to this document. Consideration of those trends informs and focuses the Department's strategic and contingency planning. Factors that may have an impact on the Department's ability to achieve its goals for American workers and their families fall into several categories, each of which is discussed below. (Note: this strategic plan is based on economic conditions assumed in the President's FY 2001 Budget)

The Changing Economy

A downturn in the economy may decrease jobs or wages needed to move people off welfare, to assist adults, including unemployed veterans, or to help youth obtain their first job.

A tight labor market with low unemployment will continue to experience significant worker dislocations. Labor market conditions can impact wage replacement targets since jobs will be relatively easy to obtain, but attaining jobs with good wages may be more difficult, especially where individuals experience significant skills gaps or where there is an inability to meet skills shortages. In order to address this situation, the Department will use its authority to conduct dislocated worker demonstration projects designed to address skills gaps and shortages in industries such as health care and information technology, to support the formation of regional partnerships, to address such shortages, and to better shape program policy.

The evolution and volatility of financial markets as well as the financial well-being of segments of the economy and individual employers have a significant effect upon goal attainment. For example, an employer's decision to establish an employee benefit plan or the ability to fully fund a pension plan may be affected by the financial health of the employer. Further, the evolution of financial markets, particularly the introduction of new investment options and practices such as derivatives, challenges the Department in protecting the security of pension assets. The manufacturing sector (and unionized jobs in all sectors) have typically had higher rates of pension and health coverage. As employment shifts from the manufacturing to the service sectors and from union to nonunion jobs, it will be a challenge to expand pension and health benefits.

The ever-changing work environment could potentially create problems. For example, hazardous workplace conditions which have been eliminated could reoccur or take on a different form. Lack of awareness of environments which cause accidents could result from expanding markets and the hiring of a less experienced workforce. Less experienced workers tend to have more accidents.

The changing nature of work and workplace demographics also requires DOL Agencies to continually assess the workplace and orient Departmental programs toward new workplace conditions. For example, it has been well documented that America is moving from a manufacturing-based to a more service-based economy. Service sector work and some automated processes (e.g., automated check-out counters) have resulted in new body stressors and injuries, such as "ergonomically" induced carpal tunnel wrist injuries. OSHA's rules in the past have not traditionally addressed these segments of the economy, and employers in the service arena are not accustomed to being regulated. Adding to this scenario are an increased number of

non-English speakers, workers who are starting work at a younger age or continuing to work at an older age, and the increasing number of temporary workers. For these workplace changes, OSHA is planning new and innovative approaches to ensure worker safety, such as funding training grants targeted to entry-level, contingent, and non-English speaking workers.

The Transportation Equity Act of the 21st Century will pump more than \$200 billion over the next six years into an already booming economy. Massive investments in highway, bridge, and mass transit construction, and possible related spin-off commercial and housing development will increase demand for production of sand and gravel, stone, and other construction-related minerals. Ramifications are an increase in mining and construction jobs, particularly in highway construction. Mitigating strategies include participation with transportation partners in a "Stay Alert" campaign to stress safety for highway workers, special emphasis inspections of highway construction projects, and increased compliance assistance, education and training.

Changes in Legislation and Regulations

Following a bipartisan cooperative effort with Congress, we have reformed and streamlined our nation's job-training system through the passage of the Workforce Investment Act. Through this legislation, the workforce development system will be able to provide more effective and efficient services to adults, dislocated workers and youth. The Act also establishes the one-stop delivery system as the access point for employment-related and training services.

With the passage of the Workforce Investment Act, DOL has revised its performance goals and has negotiated levels of performance with its partners. Also, new customer choice mechanisms and the consumer report system, critical to making good choices, are being introduced. As with any reform effort, implementation of the WIA requires that some time be devoted to the establishment of new service arrangements. While implementation issues may arise in the short-term, in the long run, these new tools should allow us to better assess the performance of our programs.

The evolution of the health care services industry and the concomitant federal and state legal and regulatory framework presents an ongoing challenge to goal attainment. Further, the growth in the number and types of employee benefit plan arrangements particularly in the health care industry challenges our efforts.

New legislation, such as OSHA reform, could provide a new policy framework and change existing statutory provisions. Also, as previously discussed, new laws like the transportation bill can have significant impact on the construction industry and

production of construction-related minerals. Both areas have historically higher injury and illness rates.

Congressional riders prohibiting the issuance of rules and Congressional restrictions on issuing regulations or overturning regulations could potentially affect the Department's implementation of any of the laws/regulations it administers.

Partnerships

Cooperation with private sector interest groups and other agencies at the federal, state and local level in establishing linkages and complementary services is essential in many program areas.

Several examples follow:

- 1) Participation in the School-to-Work system is voluntary on the part of states and localities. While the Departments of Labor and Education provide financial incentives and technical assistance, efforts to better inform the states of the overall costs and benefits of participation are needed so the states may make more informed decisions on whether to participate.
- 2) State and local capacity to improve public transportation from inner cities to suburbs could slow the success of many job training programs. Transportation legislation contains a provision for \$150 million per year for Welfare-to-Work program alternatives to aid this population in the ability to reach jobs.
- 3) Without Federal legislation, plans to expand equity and access, and to improve recession readiness would be delayed unless state legislatures make changes to UI laws. The UI system is attempting to mitigate this possibility by developing and improving self-regulating systems to ensure that claimants receive prompt and high quality service and access to benefits regardless of changes in economic conditions.

These systems include: a contingency funding mechanism to ensure that States promptly receive additional administrative resources for increased workloads resulting from economic downturns; forward funding of State benefit trust funds (solvency) to ensure that employer taxes do not rise appreciably during recessions when cost pressures are high; improving the permanent extended benefits (EB) program by requiring States to trigger on at a lower unemployment rate to obviate the need for special extended-benefit programs; maintenance of adequate Federal trust funds to cover the Federal share of EB costs; improvements in automation and communications (e.g., phone claims) to enable State systems to respond quickly and seamlessly to increased claims loads.

Proposed changes to the EB triggers respond to weaknesses in the current program which became apparent during the 1990-1991 recession. When only ten states triggered on EB, the Congress enacted five versions of an emergency program. The proposed legislation will provide for more sensitive triggers which will make it easier to trigger on and thereby prepares the program for the next economic downturn.

4) Expedited injury claims processing and the accommodation of an injured federal employee's return to duty are dependent upon active cooperation of the employing agency.

5) Use of the VETS employment service by employers is voluntary and employers' hesitancy to employ homeless veterans and other veterans with significant barriers to employment would negatively impact program success. VETS' funded staff will work closely with employers to ensure that formerly homeless veterans continue to receive support services that will enable them to stay in productive employment.

6) The implementation of core international labor standards and the reduction of international child labor depends on the actions of other countries. DOL is in a position to raise issues in international fora and make relevant international leaders knowledgeable about these issues, but DOL has limited ability to compel agreement with the U.S. position on such issues.

7) Obtaining cooperation from employers is paramount to goal attainment for all DOL programs -- in job training and placement and in providing safe and healthy workplaces. DOL encourages federal contractors to voluntarily develop and promote "best practices" for affirmative action and nondiscrimination programs and to demonstrate with practical, real-world examples how compliance benefits a company. In addition, DOL makes a particular effort during its education and outreach efforts to assist employers/companies in complying with DOL's program or regulatory requirements using these real world examples.

Since so much of DOL's progress is predicated on the cooperation of other federal agencies, state and local governments, employers, and other countries, the Department has made forging strong partnerships with these entities a hallmark of its 5-year strategy.

Data

Strategic planning is dependent on accurate information about measures, outputs, and outcomes to monitor progress and to decide on future direction for all DOL programs. International, Federal, state and local level information collection restrictions will make it difficult to measure program effectiveness in a timely manner. Also, the long-standing difficulty of tracking persons in homeless programs or thereafter could affect the ability to accurately measure the

success of such programs.

The Bureau of Labor Statistics will be implementing the North American Industry Classification System (NAICS) for reporting injury, illness and fatality data in CY 2003. As a result, industry injury and illness data for CY 2003 will not always be comparable to CY 2002 and earlier data. OSHA will not be able to report on the progress of its current industry goals after CY 2002 data becomes available.

A rapidly changing economy also means more data demands from decision-makers.

Weaknesses of external entities that provide financial management services to DOL (e.g. compliance issues in external financial systems of other federal agencies and in the private sector) may create problems within the Department.

New government-wide legislation, regulations and accounting standards under consideration may delay achievement of the Department's current financial management goals.

Section 4. Relationship Between Goals in the Annual Performance Plan and the Strategic Plan

The Department's Strategic Plan includes outcome goals which encompass all major program components and are linked to the overarching goals and priorities established by the Secretary. The Department's Annual Performance Plan includes key performance goals and measures (intermediate outcomes) from each major program component. These goals and measures will reflect the individual agency's contribution toward achieving the Secretary's goals. Each Annual Performance Plan will accompany and be linked to each year's budget submission and will be tracked at the Departmental level to monitor progress toward achievement of goals and ultimately, results.

To provide the detail linking specific program activities and initiatives to the strategic goals listed in this Strategic Plan, the Annual Performance Plan, with the performance measures/indicators, will reflect the broad outcomes of our programs while setting objective and measurable targets that stretch us each year as we reach for our strategic goals.

Thus, appropriate indicators and numeric targets will indicate progress toward our strategic goals. Individual DOL agencies and programs will develop their own performance goals, linked to the Department's Annual Performance Plan and Strategic Plan. These performance goals may change over time. For example, if a goal

is met and sustained, we may shift our measures to address emerging challenges. And, we may realize that there are better measures of performance than we first select.

Annual performance indicators and goals will account for the span of time between intervention and results. By the nature of our programs, many outcomes occur beyond the year of our effort. For example, grant programs and many regulations reach into the future. Our measures will balance a near term and long term view, while reflecting to the greatest extent possible resources expended.

DOL does not work alone. Performance goals will be developed with an appreciation for our partners. Our partnerships with other federal agencies, states and localities, businesses, community-based organizations and public interest groups are the essence of many programs. Our performance goals in such programs will be developed within this context.

In short, annual performance indicators and goals will reflect a high-level, cross-cutting view of the Department. In some cases, measures are not yet developed to reflect the desired outcomes. In these cases, intermediate outcome measures supporting the goal will be included as interim measures. Further development of performance indicators supporting each of the strategic goals will yield clearly stated, high-level goals with target performance levels and specific measures that will identify the relative balance among our programs. Section 7, Data Capacity, describes our approach to collecting data needed to measure our performance against our strategic goals.

Section 5. Consultation with Stakeholders

The Department's work affects a wide range and number of stakeholders, because the mission is broad and diverse and affects the lives of so many working Americans. The major stakeholders include working men and women and those employee organizations that support the workplace and workforce activities that benefit this population, employers and employer groups, other Federal and State agencies, various Advisory Committees, professional organizations, public interest groups, and the Congress.

Because the Administration has given labor issues a significant role in numerous international organizations and has placed labor-related issues on many international and bilateral agendas, the need for cooperation and collaboration with international trade unions, businesses, governments, and other Federal agencies continues to increase.

With the passage of the Workforce Investment Act of 1998, the first major reform of the Nation's job training system in over 15 years, there has been a strong emphasis on consulting with our Federal, State and local partners as well as key stakeholder groups of the workforce development system, including the employer community and organized labor, to design and implement a customer-focused, comprehensive system to deliver services to jobseekers, workers, and employers. As a first step, the Department published and widely circulated a "plain English" summary of the Act, followed by a solicitation of public comments on all aspects of implementation. Over the past year, numerous consultations were held with State and local practitioners on regulations and implementation issues. Town hall meetings across the country were attended by more than 1200 individuals, and regular briefings have been held for staff of various intergovernmental organizations and Federal agencies. The consultative process has been an effective way of both receiving input from, and providing information to, our partners throughout the system.

The Department, through its various agencies, actively solicited the views of major stakeholders during the early stages of revising agencies' strategic plans. Consultations with stakeholders have been and continue to be held primarily at the individual program agency level to develop and build on established dialogues. Specific lists of stakeholders, which vary based on the goals and missions of each program agency, and the detail of their involvement in the strategic planning process, is discussed in each of the individual program agencies' strategic plans.

The consultation process with other Federal agencies is ongoing. There has been some consultation with agencies on cross-cutting issues, particularly between the Employment and Training Administration and the Department of Education; between the Occupational Safety and Health Administration and the National Institute for Occupational Safety and Health; and between PWBA and the Advisory Council on Employee Welfare and Pension Benefit Plans and other Federal agencies which share ERISA responsibilities.

In addition, the Department recognizes the important roles of other organizations, such as State and local governments, and continues to establish partnerships in carrying out critical functions such as establishing safe and healthful workplaces. Through joint efforts with our partners, program agencies such as ETA, OSHA, MSHA, BLS, and ESA are able to enhance program functions, activities, and goal achievement. The detail of those efforts is included in each of the program agencies' plans. Some examples of stakeholder involvement in the strategic planning process: the development and coordination of OSHA's Strategic Plan between Federal OSHA and its State Plan and State Consultation project partners and ETA's work with its National

Workforce Development Stakeholder's Forum and its cross-agency initiatives.

In July, copies of the DOL Strategic Plan were delivered to the Chairs and Ranking Members of the Senate Veterans' Affairs Committee, Senate Committee on Health, Education, Labor and Pensions, the Senate Committee on Governmental Affairs, and the House Committee on Veterans' Affairs. In addition, copies of the plan were provided to the House Committee on Education and the Workforce, the House Committee on Government Reform, and the House and Senate Appropriations committees. In our letter conveying the DOL Strategic Plan, the Department offered to consult with members or staff. As of the publication date of this plan, no requests for consultation have been received.

Section 6. Program Evaluation

The Government Performance and Results Act (GPRA) requires federal agencies to evaluate performance in terms of program results rather than dollars spent. This statutory mandate has led to renewed interest within the Department on how well agencies measure the impact and effectiveness of their programs, and how they use this information to improve program performance. In fact, DOL has implemented a semi-annual Program Review whereby Assistant Secretaries report to the Deputy Secretary on progress toward annual goals. Each agency within the Department has moved to strengthen its current evaluation efforts while making longer range plans to enhance evaluations of program activities.

The Department relies on a broad range of studies, reports and other means of evaluation to set goals and assess performance. Much of this information comes from long-standing programs of evaluation or external oversight and feedback, such as OIG and GAO audits. Other analyses began with nascent reinvention and process re-engineering initiatives. The former are highly formalized traditional evaluations, while the latter reflect efforts to broaden evaluations so they can be used for Departmental program planning and resource allocation.

Formal regularly scheduled evaluations have been the exception, given the absence of dedicated funding in many areas for large-scale external studies. Informal, internal analyses, often under the rubric of reengineering, have been the more common approach to this integral part of the strategic planning process. Because such efforts have tended to be ad hoc and episodic, there is a need to more thoroughly institutionalize the evaluation process. The MRC will address this concern and will ensure that a regular evaluative process is implemented such that all DOL goals and key agency level strategies are continually assessed.

For purposes of discussion, evaluation processes or sources are divided into three categories: internally-initiated evaluations; externally-initiated reports and studies; and, special reviews or advisory councils. These groupings are not mutually exclusive. For instance, advisory councils represent joint efforts by internal program management to enlist the advice of outside experts and stakeholders. It should also be noted that where DOL agencies and other federal agencies have common objectives, they have engaged in joint studies. All three types of studies have been used in the development of this strategic plan.

Internal Evaluations

WIA became fully effective July 1, 2000. ETA has commissioned an evaluation of its implementation which will track implementation progress during PY 1999 and examine the experiences of early implementing states. The evaluation will provide guidance to the workforce development system on successful WIA strategies and will inform Congress and others when WIA is due for re-authorization in 2003.

ETA has long searched for the best ways to serve at-risk youth and believes that helping the Nation's most at-risk youth population get high school diplomas, acquire basic and job-specific skills, and find good-paying jobs with futures will continue to be a significant and challenging goal. In furtherance of this goal, ETA is conducting a national evaluation of the Job Corps to assess its impact on the employment-related outcomes of students. A report on short-term impact at 30 months was released in February of 2000 with positive findings on increased educational attainment, positive employment and earnings impacts, and reductions in youths' involvement in the criminal justice system. Longer-term follow-up, scheduled for 48 months after eligibility determination, will be critical for drawing conclusions about impacts and cost-effectiveness of the Job Corps. Other on-going evaluations are testing new models for serving disadvantaged youth. Specifically, ETA is evaluating the impact of Quantum Opportunity Program -- an intensive four-year program for high school students -- and replication of the successful model developed by the Center for Employment Training

The primary future evaluation of youth programs is the evaluation of the Youth Opportunity Areas initiative. The community-wide goals of this initiative cannot be evaluated with the rigorous random assignment methods which ETA has employed in past program evaluations. Therefore, ETA has devised, and is pilot testing, an evaluation strategy which combines community surveys with ethnographic and process studies.

ETA will also continue to conduct the evaluation of Labor

Exchange Services in a One-Stop environment.

Another approach is that taken by MSHA. MSHA performs internal data trend analyses of injury and illness data which serve, in part, as an evaluation of program needs and planning. For example, evaluation of fatality trends has shown that powered haulage, roof falls, and machinery accidents account for approximately 66% of all fatalities. This evaluation has led the agency to focus on these types of fatalities in setting its strategic goal. Also, the upward trend of accidents and fatalities in sand, gravel, and stone operations has led MSHA to redirect its enforcement and compliance assistance efforts in this sector. ESA Wage and Hour Division uses its annual program performance diagnosis for similar purposes.

Results from pilot projects can also help in strategic planning. VETS' 1996 study report of their case management pilot showed that this approach was effective in helping veterans overcome barriers to employment. VETS now offers case management courses to veterans service providers at its National Veterans Training Institute.

Yet another type of evaluation is process re-engineering as part of the reinventing government initiative. For example, ESA's Office of Workers' Compensation Programs launched a series of pilot projects in the early 1990's to test various techniques of early intervention in workplace injury case management. This work served as the basis for development of performance goals and strategies concerning the early return to work of injured federal employees and disability cost reductions by reducing lost workdays.

DOL agencies also perform quality reviews as part of performance assessment and strategic planning. The ESA Wage and Hour Division, for example, uses nationwide Quality Self-Assessments for its annual and long-range planning program. Similarly, PWBA does case reviews with the Solicitor of Labor and the Department of Justice as part of their program planning, which may result in adjustments to enforcement activities.

More traditional forms of program review and planning have long existed in the Department. Quarterly review and analysis processes as well as annual performance reviews have served as inputs to the strategic and performance plans under GPRA. Some examples of these activities include ESA's Wage and Hour Division's quarterly report cards and ESA's OWCP's quarterly program performance reviews.

While of more recent origin, customer surveys have been used by BLS, PWBA, PBGC, VETS, ESA, OSHA and others to survey their customers' expectations and experiences, as well as analyze the effectiveness of their programs from the standpoint of the customers. The Women's Bureau has both a Conference Evaluation

form and a Customer Comment Card which are being used for planning purposes. Surveys and meetings complement focus groups conducted by agencies such as PBGC and VETS. VETS has used the results of its focus groups to offer better services to minority and women veterans by providing cultural and gender sensitivity training for veterans service providers.

External Evaluations

Independent third party organizations have provided evaluations to the Department and its programs for many years. Program and management analysis is provided by the GAO which, for example, has conducted a number of audits of ETA and ESA programs. More recently, GAO studied OSHA-related worker involvement in safety and health programs in American industries. Virtually all DOL programs have used GAO reports in formulating their strategic plans, as has the Department in its implementation plans. For example, OSHA addressed a GAO report regarding the whistle blower program in OSHA's strategic plan by initiating a review of the program and developing an action plan for program improvement.

The Department of Labor OIG has conducted financial and program audits and reviews of nearly every activity within DOL. The findings contained in these reports were major considerations in the formulation of the Department's strategic plan, as they were in the agency plans for OSHA, ESA and the Chief Financial Officer.

The Balanced Budget Act of 1997 instructed the U.S. Department of Health and Human Services (DHHS) to evaluate DOL's WtW program. The evaluation is being conducted by Mathematica Policy Research, Inc., The Urban Institute, and Support Services International, Inc. The core components of the evaluation focus on grantees funded by formula allocations through states to local Private Industry Councils, and on local community organizations that received competitively awarded grants from DOL. The evaluation includes three core components: a descriptive assessment of all WtW grantees, an in-depth process and implementation study, and an impact and cost-effectiveness study. The first findings from the evaluation were reported in early 1999; the last findings from the evaluation will be reported in mid-2003.

Special Reviews and Advisory Groups

In addition to internal evaluation and review activities and the external oversight organization's reports, the Department enjoys special working relationships with a number of advisory groups and non-governmental organizations. Whether through formal reports or on-going contacts, the Department has used the experience and feedback from such relationships to provide

insight and instruction to its staff, often including gauging program results. Significant examples of such on-going relationships are ETA's joint funding with national foundations and corporations for school-based learning in the School-to-Work initiative; the BLS Business and Labor Research Advisory Councils; PWBA's Advisory Council on Employee Welfare and Pension Benefit Plans; MSHA's Advisory Committee on the Elimination of Pneumoconiosis Among Coal Mine Workers; and OSHA's National Advisory Committee on Occupational Safety and Health, Advisory Committee on Construction Safety and Health, Maritime Advisory Committee on Safety and Health, and Federal Advisory Committee on Occupational Safety and Health. MSHA's advisory committee made more than 100 recommendations based on its 6-month review of technical material, presentations by scientific experts, and members of the public and mining community, as well as visits to mines. One recommendation, that MSHA take full responsibility for all coal mine dust sampling to determine compliance with exposure standards, has been incorporated into MSHA's performance goal strategies.

The Department of Labor plans to use the various types of program evaluations as a means for ensuring the validity and reasonableness of goals and strategies and to identify factors likely to affect performance. To assist this process, the Secretary has established the DOL Management Council (MRC), chaired by the Deputy Secretary with the assistant secretaries and agency heads as members. Part of the mandate of the MRC is to ensure that strategic and performance goals are being accomplished according to plan.

DOL agencies, such as BLS, OSHA, VETS and ETA, have already established program evaluation instruments and schedules. In other areas, DOL is looking at how to evaluate programs in the context of their newly-formulated program goals. As programs establish baselines for their performance goals, more rigorous program evaluations will be designed. At present, many program evaluations, such as OIG reviews and GAO audits, are unscheduled and can not be projected.

In the following Tables, the first two programs are customer survey and advisory group evaluations which are common undertakings to a broad spectrum of DOL programs and cut across all strategic goals. The remaining tables are primary program evaluations currently in existence which list the corresponding goals.

PROGRAM EVALUATION AND METHODOLOGY

Program
Evaluations Strategic Goals

Methodology Key Issues Estimated
Completion

Customer Surveys X X X Surveys, focus groups
Service delivery;
product effectiveness;
customer requirements Ongoing

Advisory Groups X X X Presentation of information
and receipt of feedback Advice on technical issues;
stakeholder
needs; assessment
of program
effectiveness Ongoing

Performance
Evaluation for
Eight Economic
Indicators X Described in OMB Statistical Policy
Directive #3 Data accuracy and reliability;
documentation; performance; and
pre-release
confidentiality Rotating 3 year schedule. Evaluations of the
various indicators were completed in 1997, 1998, 1999. The next
evaluations will occur in 2000, 2001, and 2002.

Unemployment Study of Special Disabled Vietnam Theater of
Operations & Vietnam-era Veterans X Conducted
through BLS as special supplement to Current Population Survey
Determine employment situation of studied populations
Bi-annually, ongoing

Evaluation of Labor Exchange Service in One-Stop Environment
X Survey research, historical review and analysis,
process analysis, impact and cost-benefit analysis
Effectiveness and efficiency of services; Understanding of how
Americans search/find jobs; incremental effects of One-Stop
system; effectiveness of electronic labor exchange products
Completion targeted for CY 2001

Job Corps Evaluation X Random assignment Will
measure the net impact of participation in Job Corps on
post-program earnings and other employment-related outcomes
Short-term net impacts at 30-months after application released
in February 2000. Net impacts for 48 months of follow-up will be
available in 2001.

Evaluation of Youth Opportunity Sites X Surveys and
Process evaluation This study will use surveys as well as
process and ethnographic studies to attempt to determine if the
Youth Opportunity area initiative has a measurable impact on the
communities Results for the initial three pilot sites will be
available in 2000. Evaluation of additional five sites began in
July 1999; the sixth site evaluation will begin in 2000.

Study of Employers' Use and Assessment of The Work Opportunity Tax Credit and Welfare-to-Work Tax Credit X A contractor will visit and interview 16 employers in five States regarding their use and assessment of the tax credits and program operations, and prepare a summary report and individual case studies for each. The study's findings will be used to improve program operations and increase employer use of the tax credits. Fall 2000

Value-added analysis of the public labor exchange function X Econometric analysis. Will report on reductions in unemployment insurance (UI) claims and increases in claimant earnings using data from two States. Completed August 2000

CET Replication Study X Random Assignment CET provides a combination of basic skills and vocational skills training, closely tied to private sector jobs. The study will measure the effectiveness of sites replicating the CET model in serving disadvantaged youth ages 16 to 21. Initial net impact report should be available in FY 2000

Quantum Opportunity Program (QOP) X Random Assignment QOP provides intensive services to predominantly minority youth in inner-city schools with high dropout rates. The evaluation will measure the success of QOP in increasing high school graduation and post-secondary school attendance rates and other outcomes. Short term impact-spring FY 2000; long term impact-spring of FY 2002 & FY 2004

WIA Implementation Evaluation X X Process Evaluation Will gauge implementation progress and success of WIA for program years 1999-2001. Final report will be available in early FY 2003

Assessment of Tool to Measure Quality of Employer Safety and Health Programs X Surveys, Focus Groups Reliability and validity of tool FY 2002

Evaluation of OSHA's Consultation Program X Surveys, Data Analysis Impact of OSHA's Consultation Program on occupational injuries and illnesses FY 2001

All of the above evaluations can be conducted using existing resources. DOL agencies will investigate the possibility of conducting joint evaluation strategies.

Many of the strategies within each of the three strategic goals involve the direct delivery of services to America's workers, retirees, and employers. Thus, the quality of DOL employees' interaction with their customers is an important element in measuring program success. As a result, the evaluation of DOL programs will focus not only on performance results data, but will also address how well customers' needs are being met. The

reliability, responsiveness, and the soundness of technical assistance provided will be measured, for example, as DOL employees process and pay claims for workers' compensation benefits, respond to worker complaints, assist employers in meeting workplace standards, issue "plain language" regulations, or provide technical assistance to service deliverers in job training programs.

Section 7. Data Capacity

The Department of Labor recognizes the need for an information technology infrastructure that meets its daily operational requirements and satisfies the data collection, validation, monitoring, analysis, and information dissemination that is central to GPRA. The Department relies on two types of information systems -- the performance measurement systems that provide the foundation for reporting program results, and the financial and cost accounting systems used to monitor the cost of performance.

We have made progress in improving our capacity to measure program performance but we are not yet consistent across all program areas. At the program level, our continuing challenge focuses on three areas: lack of data, insufficient validation of data, and timing differences between when data are available and when DOL must submit reports under GPRA.

1) Lack of data is a challenge in those program areas where we have not traditionally collected data or where new goals and performance measures require that we establish new or revised collection systems -- for example, the passage of WIA requires the establishment of baselines and the collection of data which is currently unavailable or incomplete.

2) Validation of data is an issue in new program areas or for goals for which we must establish reliable and verifiable collection systems.

3) Timing differences occur for several reasons:

* Most employment and training programs are forward funded and operate on a fiscal year that begins and ends nine months after the Federal fiscal year. As of March 31 following completion of the Federal fiscal year, employment and training programs have four months of operations remaining. For example, programs financed by FY 1999 appropriations will run through June 2000, three months after the Annual Performance Report for FY 1999 is due to Congress.

* Delays also result because most of these programs are administered by non-Federal entities, such as the states,

who in turn contract with other entities for the delivery of services. The result is a domino effect of built in delays as each level of the system compiles reports received from those with which they contract.

- * Lastly, by law a number of key reporting elements rely on data sources that are not available until considerably after the end of the program year. Although the Department will continue to use technology to expedite the preparation and receipt of reports, timing differences must continue to be expected.

Current Program Information Systems

DOL has many performance measurement systems in place that provide reliable data that are used to: 1) establish baseline performance, 2) evaluate current performance, and 3) set goals for future performance. These include the following:

- * The Standardized Program Information Report (SPIR) program performance and to set future performance goals. DOL had over five years of SPIR data and has used this performance data system to establish baselines for several of our current performance goals. The 1998 enactment of WIA has required DOL to make significant changes to the SPIR data systems to reflect the new WIA core indicators of performance--especially reflecting the statutorily required use of Unemployment Insurance wage records. ETA has the new WIA Standardized Record Data (WIASRD) which replaces the SPIR. The main source of data for performance will be wage records rather than administrative records and survey data. Reporting frequency for this system will be quarterly rather than on an annual basis. Data is cumulative so the data set resembles that of a transactional database rather than an outcome database system. This new system will require some developmental work in its deployment and refinement among the states as well as the development of new baselines for performance measures beginning with full implementation of the WIA program in Program Year 2000.

has been used by the JTPA program to both evaluate

- * The Job Corps Outcome Measurement System (OMS) is the accountability tool used to measure the performance of Job Corps contractors nationwide, and is a key component in awarding contracts. The OMS measures the performance of 118 centers including outreach and admissions (OA), performance in the area of recruiting efforts, and placement by measuring the success of contractors responsible for assisting graduates in finding employment. Data is collected that evaluates each

student's progress towards the ultimate goal of finding a job that leads to long term self-sufficiency. The measures in PY 1999 OMS, as mandated by the Workforce Investment Act (WIA), include keeping a newly recruited student in the program, helping students gain the necessary employment skills while enrolled, and placing program graduates in appropriate jobs that provide a base for their continued attachment to the labor market. Currently, Job Corps is conducting a comprehensive evaluation of OMS to ensure that the three systems promote the integration of OA, center, and placement goals, and encourages innovations and continuous improvement at the national and local levels. The results of this study will be used in shaping final policy that will include long term direction in assessing performance and for establishing reasonable goals. The recommendations are expected to complement the current OMS policy and take effect in PY 2000.

* The U.S. Employment Service Program Reporting System includes data from the ETA 9002 quarterly report, by which State Employment Security Agencies report activities under the Wagner-Peyser Act that describes the outcomes of states' public labor exchange programs. States submit quarterly reports to ETA covering activities provided by the state-administered public Employment Service programs. This system is being revised beginning in FY 2000 for expected deployment in PY 2000. Additional information to support the data is derived from Internet usage of America's Job Banks. In addition, data on the WOTC/WtW program includes the number and characteristics of individuals certified, and the wage rates for jobs certified..

* Because there is no unbiased database on labor standards violations or compliance, ESA's Wage and Hour faces a major challenge in determining industry-wide levels of compliance and measuring changes in that compliance. To meet this challenge, Wage and Hour's newly implemented Wage and Hour Investigative Support and Reporting Database (WHISARD) system records data about the results of investigations and provides information about levels of compliance.

To determine the impact of its efforts, Wage and Hour has developed a statistically sound method for establishing baselines and measuring compliance that uses investigation-based compliance surveys of targeted industries and

areas. WHISARD provides the capability to electronically (1) track these surveys or other strategic initiatives and (2) report their findings. Data on the outcomes of repeat investigations will also be used to evaluate the relative effectiveness, or return on investment, of the various types of interventions.

The new WHISARD system provides many advantages when compared to the former Wage Hour Management Information System (WHMIS). For example, data is entered into the system directly at the source (by Wage and Hour investigators) rather than manually batched and mailed to a central source for data entry later. As a result, data is much more current, which facilitates tracking the progress of investigative activity. Information on a complainant's case is readily available which enhances customer service and satisfaction. All users of the WHISARD system have direct access which was not possible with WHMIS which enhances efficiency and enforcement effectiveness. In addition, WHISARD can produce data on a much broader range of activities such as local enforcement initiatives which was not possible with WHMIS and assists in the agency's strategic planning activities.

- * The Labor Organization Reporting System documents report filing by labor organizations under the Labor-Management Reporting and Disclosure Act (LMRDA) and related laws. Data in the system is used in monitoring compliance with reporting requirements and administering public disclosure responsibilities. The ESA-OLMS Case Data System documents case status activity and results. Both systems are used for overall LMRDA program administration and enforcement.
- * The Enforcement Management System (EMS) is the system used by PWBA to measure the results of investigative activity. EMS is linked with other PWBA systems, including the Casework Tracking System (CTS), which contains data on Form 5500 filings. These systems provide both performance measurement data and support for individual case tracking and ongoing enforcement efforts.
- * The Participant Records Information System Management (PRISM) is a server-based, integrated participant information system and database for the participants in pension plans trusted by PBGC. PRISM is integrated with other PBGC databases to make customer benefit payments, to

calculate case level benefits, and to provide customer service support and management information services. It supports headquarters and contractor field offices by means of local area and wide area networks.

- * The Unemployment Insurance Service maintains several systems that produce reliable data that are used to set goals, evaluate results and improve performance, e.g., the Workload Validation System and the Benefit Accuracy Measurement System. In CY 2000, the Department will begin implementing the new Data Validation system which will validate most data used for both workload calculations and performance measurements
- * As it formulated new strategies for the FECA program, ESA's OWCP has developed increasingly sophisticated databases detailing the case histories of injured federal workers. These systems allow tracking of the goal of reducing lost production days, but also permit precise evaluation of various program initiatives such as the impact of alternative return to work techniques on various groupings of employees or injury categories. The FEC ADP system is undergoing a complete redesign covering every major DFEC staff function. The redesign will replace a patchwork of loosely-linked programs, each with its own database and rules, and provide a single ADP system that will make data accessible to all users. This redesign will allow FEC claims staff to work more efficiently while providing improved customer service to injured workers, medical providers, and employing Federal agencies.
- * OSHA uses its Data Initiative, the Integrated Management Information System (IMIS), the OSHA Performance Tracking and Measurement System (OPTMS), the BLS Census of Fatal Occupational Injuries, and the BLS Annual Survey of Occupational Injuries and Illnesses to produce baseline data and current data, set performance goals, and evaluate performance. OSHA also utilizes the BLS Annual Survey of Occupational Injuries and Illnesses to identify high-risk industrial classifications.
- * BLS established a Quarterly Review and Analysis System which highlights critical information (such as timeliness and accuracy, and progress made against project milestones) in a concise format for each statistical program. The report includes current data on performance goals and measures.

The report is used to evaluate performance -- especially timely publication of statistics; to identify and resolve issues at their early stages of development; and, to enable adjustments to financial and program planning on a continuous basis.

- * MSHA has an extensive database that provides information to mine operators, miners and the public. It includes information on fatalities and injuries and is broken down for each state by type of mine and cause. This information is examined for trends, especially high incidence type injuries, illnesses, or hazardous conditions where MSHA needs to dedicate its resources. The Coal and Metal and Nonmetal Mine Management Information Systems capture data directly from MSHA mine inspector reports; the Mine Accident, Injury, Illness, Employment, and Coal Production System data is reported directly from mine operators in accordance with 30 CFR Part 50.
- * The ESA Office of Federal Contract Compliance Programs' (OFCCP) Case Management System (CMS) is used to measure program performance. Through software and hardware enhancements, the ESA-OFCCP Execution Information System (OEIS) now allows field office managers to access CMS data to track the accomplishments of individual organizational units. ESA-OFCCP will complete cognitive testing and field testing of its Equal Opportunity Survey during the first two quarters of FY 2000. Once the EO Survey is implemented, federal contractor response data will be input into a database and analyzed, with the results of data analysis to be used in making scheduling determinations for compliance evaluations. Development of the database structure, including the analytical model, will be completed before the end of FY 2000, with full implementation planned for FY 2001.
- * The Bureau of Apprenticeship's Information Management System (AIMS) is used to keep statistical data/reports on apprenticeship, such as the number of apprentices, minorities, and females by industry and occupation. These reports include registrations, cancellation, suspensions, completions, and reinstatements of apprentices and program information. Statistics are updated and reported quarterly and annually. EEO compliance reviews are monitored within the system as well. An enhanced National Apprenticeship System is under development.

To facilitate the design of an enhanced Apprenticeship Information Management System the Bureau has started a project that will be approached in three phases: (1) Develop a business plan which serves as the blue print for the new system; (2) Migrate the current system to a Windows Environment to make it more user-friendly; and, (3) Redesign the current BAT Home Page to make it Web accessible and useful for external apprenticeship customers and stakeholders. These enhancements will allow the national, regional, and field staff to have greater access to generating statistical reports which will allow all to be more customer and user friendly. The new system will incorporate a tracking system that can be utilized for better time management by staff. It is projected that all three phases will be completed within the next 18 months with the BAT Web Access to be completed by the end of FY 2000 or early FY 2001. BAT is also in the process of having all Bureau services apprenticeship sponsor information accessible to the public through their web site.

- * The Division of Trade Adjustment Assistance (DTAA) has implemented a performance measures and participant outcomes data system, the Trade Act Participant Report (TAPR), which is very similar to the SPIR. The DTAA system covers both the regular Trade Adjustment Assistance (TAA) program and the NAFTA Transitional Adjustment Assistance (NAFTA-TAA) program. All States are required to report on program terminees every quarter. Because the TAPR only became effective beginning with the first quarter of FY 1999, some States have been unable to completely implement the system. However, DTAA has a TAPR report for FY 1999 which covers several thousand terminees, and can be used as baseline data for future performance goals.

Beginning in FY 2001, DTAA will implement a modified TAPR in which the outcomes data collected will match the outcomes data collected for the WIASRD system used by the dislocated worker program under WIA. The performance measures calculated from those data will also be the same as for the dislocated worker program. Because the data collected to measure outcomes will be entirely different from the present TAPR system, setting goals for FY 2001 and beyond is an uncertain process.

- * The Division of WtW's Internet-based cumulative quarterly financial status reporting system provides detailed information on expenditures of

WtW funds by WtW program activity, and also tracks select participant data, such as placement, retention, and earnings gains. WtW competitive grantees are also required to submit quarterly narrative reports to their Grant Officer's Technical Representative (GOTR). As a result of the WtW Amendments of 1999, which gave DOL authority over all WtW participant reporting, and allowed for the streamlining of existing WtW reporting, the Division of WtW will be issuing revised participant and financial reporting instructions for grantees in mid-FY 2000.

As noted in Appendix B, these existing information sources provide indicators for most of the performance measures in the strategic plan.

Data Validation

Validation of performance measures and indicators will be addressed through a variety of means. Each of DOL's agencies will assure that their performance goals and indicators are valid and complete. For example, OSHA conducts "quality control" audits of employer submissions to its Data Initiative to assure data integrity and MSHA is developing new, more secure procedures for collecting coal dust samples. Similarly, ETA will undertake a systematic approach to verify and validate performance outcome data from its principal programs.

In addition, the Office of Inspector General will conduct audits to verify selected measures of actual performance by the agencies of the Department and review systems used to produce performance data. This strategy will include conducting, at various points during the course of the fiscal year, quality reviews of databases that capture performance data to ensure the integrity and completeness of reported data.

Missing Data

After setting goals and determining indicators, the establishment of baselines is a critical early step in the performance measurement process. For most of the indicators, baselines have been established or are in the process of being established.

For some indicators, setting baselines requires extensive and protracted coordination. For example, ILAB is working with relevant international organizations, non-governmental organizations, foreign governments, and other sources that track international labor standards, to obtain appropriate data to measure the implementation of core labor standards. ILAB will also provide funding to enhance IPEC's Statistical Information and Monitoring Program on Child Labor (SIMPOC). Under SIMPOC, IPEC collects comprehensive and reliable quantitative and qualitative statistical data on child labor,

and has established the first ever international data bank on child labor information. This will allow the ILO and IPEC countries to measure progress made in program implementation -- with the ultimate goal of eliminating child labor.

However, for a few indicators where data is currently unavailable or incomplete, setting up baselines remains problematic. For these indicators, baselines will be established or revised during subsequent years. These issues are identified in Appendix B, Data Capacity, with respect to each performance goal for which they are relevant.

Data Timeliness

For some indicators there is a time lag between the activity, data collection, and attaining the desired result. As noted in Appendix B, JTPA performance measurement data have a lag of 15 months behind the fiscal year. Similarly, availability of BLS injury and illness data involves a time lag of about a year which creates difficulty for OSHA's tracking of its performance on an annual basis. Timing of data is further complicated by GPRA's requirement to track on a fiscal year basis, while some programs produce data on a calendar year basis.

The JTPA data from the SPIR system was created to coincide with the statutory program year, July 1 through June 30. The program year was created to forward fund programs and allow for advance program planning. WIA legislation left the program year period in place. ETA will institute quarterly reporting of key indicators under the WIA program. DOL will also work to develop useful analysis based on past performance that will follow the spirit of the GPRA requirements.

Problems with insufficient data validation and timeliness can arise when information systems must rely upon collection and reporting by external sources, such as states, localities, and employers, since collection methods may vary and the timing of data submission is not controllable by DOL agencies. In addition, reliance upon voluntary submission of data by employers frequently results in incomplete reporting. Efforts to enhance the flow of data, such as through electronic communication between the Department, its partners, and its customer community, may serve as a partial answer to these problems.

One example of how the Department is addressing some of these issues dealing with data from external sources is ETA's Enterprise Information and Management System. ETA is working to complete the design and implement an agency-wide system which will integrate its currently fragmented program and financial reporting and tracking systems, allow for the electronic submission of data from external sources, provide greater and more timely access to information, and allow performance evaluation of programs.

As noted in the Program Evaluations section above, the Department's Management Review Council has established a review process to monitor performance against goals, and to assure that each of its performance goals and strategies are regularly evaluated.

Linking Costs to Performance

GAO has reported to Congress on the need for Federal agencies to apply cost accounting standards to program measures. The Department of Labor has a reliable, established accounting system known as the Department of Labor Accounting and Related Systems (DOLAR\$). This system has the flexibility to capture, aggregate, and report costs within DOL agencies at the full range of cost accounting levels, from the very detailed level of cost assignment to high level overviews. Modifications to DOLAR\$ are being made to allow aggregation of costs across agency lines and to allocate indirect costs. The allocation of indirect costs at the major program level began with FY 1998 cost data. Modifications to enable the aggregation of cost data across agencies were implemented for FY 1999 accounting purposes. In addition, DOL is developing the capability to link financial data to the performance reporting required under GPRA. For example, DOL's proposed cost accounting implementation plan would accumulate all costs associated with each outcome goal and report the full cost of activity under that goal.

Improving Management Information

During FY 1999, the Department of Labor developed a new, enhanced Strategic IT Plan covering FY 2000 - FY 2004. In addition to supporting DOL business and performance planning needs, the Plan establishes a framework to align information technology resources with the Department's mission, goals, and objectives. In addition to defining IT strategic focus areas and implementation strategies, the plan identifies the need for complete, accurate and timely management information at the program level needed to support the Department's implementation of GPRA and related program measurement and evaluation activities. To ensure the IT Strategic Plan is properly implemented to support GPRA information systems requirements, the DOL's enhanced capital investment management process provides for the selection, control, and evaluation of IT capital investments to ensure they meet cost, schedules and performance objectives.

Section 8. Maintaining a Departmental Strategic Management Focus

The Government Performance and Results Act demands a more

focused, unified management approach to accomplish the goals established in the Department's Strategic Plan. Therefore, the Department has established an overarching strategic management focus to effectively link strategic planning, resource allocation, and operational activities with program strategies and to improve services provided to its customers.

One major management challenge is to establish a process aimed at assuring the Department's performance and accountability for program results. To this end, the Department has established a Management Review Council, chaired by the Deputy Secretary, with the Assistant Secretaries and agency heads as members. This Council will oversee implementation of the Department's Strategic and Annual Performance Plans, and will coordinate all the Department's programs as a single, unified Department of Labor. The Council will provide direction on the implementation of the major activities and processes that must be managed concurrently and will provide the forum for discussing substantive management issues. Moreover, the OIG will work with the Department to provide the Secretary and the Congress with information and advice on how to attain the highest possible program results and accountability. Finally, DOL will ensure that deficiencies or areas identified as high-risk by GAO are addressed.

As part of its overarching management focus, the Department has also established long term management initiatives and performance goals to address cross-cutting departmental functions such as financial, information technology, and human resources management. These management areas, related outcome and performance goals, and the strategies to achieve them are detailed in the sections that follow.

FINANCIAL MANAGEMENT

The primary goal of the Office of the Chief Financial Officer (OCFO) is to ensure the stewardship over the financial resources of the Department. The degree to which the OCFO has accomplished this goal relates directly to our ability to maintain the clean audit opinion received on the FY 1997, FY 1998, and FY 1999 Consolidated Financial Statements. The Department will rely on a proactive strategy to implement new standards and requirements, as well as a preventive strategy to address promptly both internal control problems and compliance issues with financial laws and regulations that are identified in the audit. By addressing these problems as they are being identified in each annual audit, our clean audit opinion can be maintained and financial management can be continually enhanced.

The OCFO has worked closely with each of the major DOL program agency financial staffs, as well as the Office of the Inspector General (OIG) to achieve an unqualified opinion for the 1998, and

1999 DOL financial statements. We will continue working collaboratively throughout DOL to maintain our clean audit opinion by meeting new financial requirements and standards in a timely fashion, and resolving remaining deficiencies in financial systems cited by the auditors. In addition to the OIG audit of our financial management performance, periodic financial management reviews are conducted with each of the major program agencies to identify potential problems and coordinate plans to correct known problems.

The Federal Financial Management Improvement Act (FFMIA) requires federal agencies to identify and report to Congress on weaknesses in their financial systems. The OIG identified several compliance issues during its audit of the FY 1998 and FY 1999 Financial Statements. We anticipate bringing most, if not all, of these systems into compliance in FY 2000.

One of the most significant challenges for the Department in the compliance area over the next five years will be in fully implementing managerial cost accounting and performance reporting as required respectively by the Government Management Reform Act (GMRA) and the Government Performance and Results Act (GPRA). The OCFO plans to develop systems and management processes to measure program results and costs throughout the Department, and in accordance with the new government-wide cost accounting standards. The OCFO as well as program agencies are requesting additional resources to ensure system modifications are made to provide required cost accounting capabilities. In this connection, the Department's FY 1999 Audited Financial Statements reported the full costs of its Outcome Goals as set forth in its FY 1999 Performance Plan. The OCFO as well as program agencies are requesting appropriate budgetary resources to ensure system modifications are made to provide required cost accounting capabilities.

Government Management and Reporting Act (GMRA) and Federal Manager's Financial Integrity Performance Act (FMFIA) requirements will be satisfied by information provided in the Department's Annual Report on Performance and Accountability Report. This report also satisfies reporting requirements found in the CFO, Debt Collection, Civil Monetary Penalties, and Prompt Payment Acts, and may also be used as the vehicle to report results against performance measures instead of a separate Annual Performance Report for GPRA.

FM OUTCOME GOAL: Maintain the integrity and stewardship of the Department's financial resources

FM Performance Goal 1:

Produce annual financial statements that receive clean audit opinions.

Strategies to Achieve Goals:

Comply with applicable federal accounting and financial system standards, laws, regulations, policies, and practices.

Implement performance and cost information throughout DOL as required by GPRA and new federal cost accounting standards.

Strengthen and modernize DOL's central accounting system and agency feeder systems to keep pace with new and emerging requirements.

Continue and complete systems modernization efforts in FY 2001 and begin preacquisition phase for the new core accounting system in FY 2002.

Maintain strong and positive working relationships with external organizations, i.e., OMB, GAO, OIG, to address risks and weaknesses identified.

Develop and implement realistic corrective action plans for all financial management system weaknesses identified by the OIG, GAO, and DOL management with corrections meeting final completion dates specified in original corrective action plans.

Maintain effective partnerships and working relations with DOL agencies to strengthen their financial systems.

FM Performance Goal 2:

DOL meets all new accounting standards issued by the Federal Accounting Systems Advisory Board (FASAB) including the Managerial Cost Accounting Standard.

Strategies To Achieve Goals:

Issue guidance to agency heads to formalize linkage between program performance, future planning, and budget cycle.

Establish internal partnerships to ensure joint cooperation in assessing system alternatives and other process considerations.

Work with OMB and Congressional appropriations committee staff on a realignment of budget activity.

Provide technical assistance to program agencies in implementing the systems and pilot projects required to support the performance goals.

INFORMATION TECHNOLOGY MANAGEMENT

The Department will improve mission performance, productivity, communication linkages, and administrative processes through greater utilization of information technology (IT). The goal is

to reduce risks, improve efficiencies, and contain costs through greater internal coordination and integration, while providing DOL employees with quality automated tools and timely information so they can better perform their jobs.

The Department will refine and improve its information technology capital planning process to reduce risks, contain costs, and achieve a higher degree of consistency and compatibility across the Department. Under the auspices of the Information Technology Management Reform Act (ITMRA), the Department established a formal review and approval process for IT investments, including a Technical Review Board (TRB), chartered to review major information technology investments from a Department-wide perspective. Working from published GAO and OMB guidance on information technology investment decision-making, the Capital Planning and Investment Board (CPIB) will implement a consistent process to ensure sound capital planning. This process was used to establish an office automation architecture and a standard integrated office automation product for the Department as well as approval for other IT investment decisions.

Having technology in place ultimately allows better delivery of services to the American employers and employees served by the Department. DOL employees at headquarters, in the regions, and in the field will have the tools to do their jobs more effectively. A good example of the application of this technology is in the regulatory and cooperative compliance efforts, which are especially enhanced as field inspectors and investigators are able to access the latest data bases for information while on-site with a company, in a plant, or in a mine. This ready access enables staff to respond quickly to accidents that have already occurred, provides information to help prevent potential accidents, and assists employers in meeting health, safety, and wage requirements.

In addition to the program-specific automated system initiatives of individual DOL agencies, the Department will expand its information delivery to the public via its Internet World Wide Web sites. Public access will become both easier and more beneficial as the Department carries out plans to expand information sources available, provide expert systems, and add search capabilities. As Americans gain increased access to the Internet, the Department of Labor will make available to the public an electronic presence available for Labor-related information and services.

DOL's expert systems, called elaws (Employment Laws Assistance for Workers and Small Businesses), are designed to help the nation's employees, employers, and other interested parties understand their rights and responsibilities under the laws and regulations administered by the Department of Labor. Each elaws Advisor provides information about a specific law or regulation.

DOL employees will also benefit from improvements to information

technology capabilities and services over the next five years. Every employee, regardless of geographical duty station, will be provided with the automated tools necessary to do their jobs effectively and efficiently and to access automated administrative functions. Electronic communications will be improved from the Secretary to every employee, allowing much greater distribution of information without the use of paper. Automated workflow and expert systems will assist employees in carrying out their jobs. This will be done through the use of Web-based applications to deliver services down to the smallest field offices, increasing the availability of portable computers to employees who must travel as part of their work or who work on flexiplace schedules.

IT OUTCOME GOAL: Improve organizational performance and communication through effective deployment of IT resources

IT Performance Goal 1:

Increase integration of DOL IT systems and extend access to automated services.

Strategies to Achieve Goal:

Use cross-cutting teams to coordinate systems conversion issues affecting DOL agencies.

Use the IT Capital Investment Management Process and Architecture sub-working group to define and establish automation priorities and linkage/interface to other systems.

Implement an integrated Human Resources/payroll system in phases. The core HR system was implemented in FY1999. Additional HR modules will be introduced in FY-2000, and the payroll system in FY-2001.

Implement secure, web-based, applications for DOL employee self-service.

Involve stakeholders in the development of requirements through techniques such as

FIT Sessions (4), subject-specific working groups, and priority setting through consensus.

Establish change management teams to facilitate migration to new environments. The team will address issues such as revising business practices, developing end-user training, and developing a communications plan with stakeholders.

Review major IT initiatives to assure compliance with adopted standards and perform post-implementation reviews and evaluations in accordance with the Information Technology

Management Reform Act (ITMRA).

Provide training to stakeholders on the implementation of a standards-based architecture at the agency level.

Provide guidance to the agencies and procurement authorities on hardware and software components which meet adopted standards.

Use cross-cutting teams to coordinate systems conversion issues affecting DOL agencies.

Increase ongoing cooperative efforts within the Department to enhance and refine Internet and Intranet functionality.

Use Commercial Off-The-Shelf security systems and application development tool suites.

Improve the usability, accuracy and accessibility of information on the Public Internet Web Site.

Develop and adapt Federal-wide standards for Internet infrastructure and security (as approved by the DOL Architecture subcommittee of the TRB).

Improve citizens' ability to transact business with the Department by implementing electronic signature technologies and electronic business solutions.

HUMAN RESOURCES MANAGEMENT

One of DOL's key aims in the area of Human Resources (HR) Management is to provide its staff with the knowledge and skills necessary to effectively accomplish the Department's strategic goals. This will be achieved through the retooling of DOL's workforce through a series of lifelong learning initiatives. As part of this effort, DOL will be a model workplace that facilitates the recruitment and retention of a diverse, highly-skilled workforce capable of meeting DOL's strategic and performance goals, while creating an "employee-friendly" environment that is accessible to all employees and allows them to better balance their work and family obligations.

The Department is committed to lifelong learning that will produce a workforce with the job skills necessary to meet evolving program needs, re-engineered work processes, and rapidly changing technological advances. Greater emphasis will be placed on skills involving team work, coaching, mentoring, problem solving, and analysis. Moreover, employees in occupations that are no longer necessary as a result of technology or changing business practices will be retrained and succession planning with additional planned management approaches to an aging workforce will be pursued.

This challenge underscores the importance of offering a series

of viable lifelong learning efforts to address changing job competency needs and technological innovation and to make these learning efforts available to all of the Department's employees. To achieve this end, we will make greater use of electronic systems and tools such as distance learning with interactive capabilities, and will provide facilities and services that make work accessible to all employees, including those with disabilities. The Department will also require an aggressive recruitment strategy to bring new capability to the Department's programs by attracting a highly skilled workforce. To attract a highly skilled workforce, DOL will engage in aggressive outreach and recruitment targeting under-represented groups by maximizing all available recruitment sources and approaches. To ensure that all employees work in a positive equal employment opportunity environment, we will also take actions to confirm that all DOL agencies have policies and procedures in place that support applicable civil rights laws.

To address the growing challenge of attracting and retaining those employees who have highly sought-after technical skills, DOL will pursue the use of various Departmental/OPM direct hiring authorities and of additional personnel and workplace flexibilities. DOL will use all available opportunities to expand its existing labor-partnership efforts to assure joint cooperation with employee organizations to progressively address workplace issues and provide the highest quality services to the American public. Alternative Dispute Resolution techniques will be the preferred method of resolving informal equal opportunity complaints and grievances.

In support of the Federal Worker 2000 Presidential Initiative on Safety and the Secretary's Safety and Health Initiative, the primary objective of the Safety and Health Center (SHC) is to ensure that DOL provides safe and healthful working conditions for employees and Job Corps participants. DOL actively promotes the physical fitness and mental health of employees by providing voluntary programs and services which are readily available. DOL administers the Workers' Compensation program under the Federal Employees' Compensation Act (FECA), and works to ensure that employees and Job Corps participants who become ill or are injured on duty are provided appropriate assistance.

HR OUTCOME GOAL: Establish DOL as a Model Workplace

HR Performance Goal 1:

Recruit, develop, and retain a highly competent and diverse workforce to support the accomplishment of the DOL mission through innovative recruitment strategies, convenient and appealing lifelong learning programs and services, and a wide variety of "model workplace" initiatives to enhance morale and retention rates.

Strategies to Achieve Goal:

Survey users and potential users regarding training and development services.

Create visible and easily accessible training and development programs.

Focus on greater use and emphasis on technology in the training and development of DOL employees.

Place Continuous Learning Library Exchange Guide and mini-training/career assistance seminars into Labornet.

Conduct competency-based assessments of DOL major occupations in order to automate core competencies.

Disseminate information of job-based competency and skills materials.

Publish career paths for DOL major occupations.

Establish partnerships with local universities to provide on/off-site training for mission-critical occupations.

Use classroom-based video-conferencing and laboratory classrooms to provide workplace education and development of National Office and field employees.

Provide assistive devices and resources for loan, technical assistance, and support services for the accommodation, recruitment, and retention of employees/people with disabilities.

Implement web based employee self service for accessing and updating selected employee personnel information.

Promote and improve greater utilization of family-friendly job flexibilities.

Provide technology-based resource and referral services

Form Partnerships for the common delivery of worklife programs and services with other Federal agencies and external public and private entities.

Modeling interest-based problem-solving behaviors during appropriate Labor/Management negotiation activities which focus on issues instead of personalities, and encourage early intervention.

Increase the use of Alternative Dispute Resolution.

Target for reduction third-party complaints precipitated by lack

of communication and predecisional involvement between management and labor.

Work on strengthening relationships with our union partners consisting of the American Federation of Government Employees Local 12; the National Council of Field Labor Locals; and the National Union of Labor Investigators.

Evaluate and conduct an analysis of a pilot program currently underway with the Public Health Service to provide Employee Assistance Program services in a more cost-effective way.

Conduct compliance reviews of DOL program agencies to ensure that all agencies are in compliance with applicable Federal civil rights laws and regulations.

Educate managers and employees of their rights and responsibilities under applicable Federal sector EEO laws through the use of the Labornet and training.

Improve the EEO complaint process by using existing staff to perform full-time EEO counseling and mediation and to contract out complaint investigations.

HR Performance Goal 2:

Assure safe, healthful workplace for DOL employees and Job Corps students by reducing the rate of occurrence for lost time accidents, injuries, and illnesses and reducing the rate of lost production days.

Strategies to Achieve Goal:

Participation in and support of the Federal Worker 2000 Presidential Initiative in order to identify "best practices" in Safety and Health programs in the Federal sector.

DOL agencies will increase worksite inspections to reduce causes of accidents, illnesses, and injuries. Also, conduct 100% safety program reviews of all Job Corps Centers throughout the United States to determine the adequacy and effectiveness of the Center safety programs for Job Corps enrollees.

DOL agencies will develop a consolidated Departmental plan to reduce accidents, illnesses, and injuries and workers' compensation costs.

Monitor causation factors of on the job accidents, injuries, and illnesses and provide prompt support to agencies in getting immediate medical attention for affected employees, by utilizing the OWCP Early Nurse Initiative, thus containing the extent and duration of their incapacity.

Assist DOL agencies' establishment of light-duty positions or

flexiplace arrangements for injured employees to facilitate their continued contribution and/or prompt return to work.

Process and monitor workers' compensation claim forms from DOL employees and Job Corps participants within required time frames and provide technical assistance to agencies in managing the workers' compensation program.

Assist DOL agencies' screening of the periodic workers' compensation rolls to identify candidates who are eligible to work, creating suitable positions (including flexiplace) for them, and overcoming barriers to their return.

Provide agencies with accident and injury statistics to monitor problems and identify corrective actions necessary to reduce accidents and injuries.

Assess progress toward goal reductions in accidents, injuries, and illnesses and workers' compensation, and as appropriate, identify specific approaches/actions for agencies to accelerate progress toward goal achievement.

HR Performance Goal 3:

Complete reviews of two of thirteen DOL components to verify that DOL components have procedures in place to meet the requirements of applicable civil rights laws.

Strategies to Achieve Goal:

Appropriate DOL Agencies will be reviewed to ensure compliance with the applicable Civil Rights laws and regulations.

MAINTAINING AN EFFECTIVE AUDIT RESOLUTION AND MANAGEMENT IMPROVEMENT PROGRAM

The Department will maintain a pro-active management system that is responsive to audit recommendations identified by the General Accounting Office (GAO) and the Department's Office of the Inspector General (OIG). The Office of the Chief Financial Officer, DOL program agencies, the Office of the Inspector General, and the General Accounting Office will continue to jointly maintain a system for tracking audit recommendations to resolution and closure. This system provides source data for periodic reports to the Department's senior management on the status of corrective actions responsive to audit recommendations, and serves the Department well in maintaining a results-oriented approach to audit resolution. The Department's Management Control Policy Board, consisting of senior managers from each agency of the Department, including the OIG, will continue to identify material weaknesses that need to be corrected and reported to the President and the Congress as prescribed in the Federal Managers' Financial Integrity Act.

At this time the Department has no programs that are the subject of management weaknesses reported in the current GAO high risk audit series. DOL completed the Y2K compliance of its mission critical systems by March 31st, 1999, as directed by OMB, and all critical systems of the Department and its key partners operated without interruption in January 2000. Although this Strategic Plan does not include actions being taken to address open audit recommendations, the FY2000 Annual Performance Plan

identified the most significant open audit recommendations expected to be closed in the next few years. Ensuing Annual Performance Plans will also discuss the status of major audit findings and the progress the Department is making to close audit recommendations. An Annual Report of Performance and Accountability meeting the Department's requirements to report on audit resolution, the status and effectiveness of management controls, and our financial systems' compliance with standards adopted by the Congress in the Federal Financial Management Improvement Act will be issued in March of each year.

ENHANCING SERVICE TO DOL CUSTOMERS

Many of DOL's component agencies' Strategic Plans include the integration of customer service concerns into their day-to-day operations. DOL customers' feedback is instructive in measuring how well services are provided, identifying how services might be better delivered, and determining whether DOL's program goals effectively address customers' needs. DOL component agencies, as part of their service delivery initiatives, will conduct customer surveys, using appropriate sampling techniques, to obtain this feedback at a reasonable cost.

Not only will DOL improve processes for listening to its customers, but it will work towards improving the communication process with its customers, focusing efforts on improving the understandability of workplace standards by developing plain language regulations. Technology will be applied across the Department to improve the dissemination of these regulations, issue technical assistance material, respond to individual customer's problems, and collect public comments. DOL agencies will work collaboratively to share these and other techniques that provide the feedback needed to fully measure program results.

Section 9. Conclusion

The Secretary has established a DOL-wide Management Review Council to oversee GPRA planning activities, better coordinate agency efforts and develop cross-cutting approaches to program and administrative issues. The Deputy Secretary chairs the Management Review Council, which consists of Assistant

Secretaries and other agency heads and is supported by the Department's GPRA Staff and the Strategic and Performance Plan Workgroup, composed of career staff drawn from each major agency.

Over the past six months, the Department's GPRA Staff partnered with the Strategic and Performance Plan Workgroup to develop this FY 1999-2004 Strategic Plan to reflect the Secretary's three strategic goals. This document serves as the framework for the development of the Department's Annual Performance Plans and budget proposals and will form the basis for the Management Review Council's biannual performance assessment process, IT strategic planning, and the development of the legislative agenda. Although still a new and developing process, this approach has already brought more focus in budget formulation on the relationship of strategic and performance goals, related program results, and resources, and has enhanced the Department's ability to articulate and pursue crosscutting efforts.

Strategic planning is being incorporated into the fabric of the management process throughout the Department. Our Strategic and Annual Performance Plans are available to all, through LaborNet and the Department's Web site. Copies of the strategic goals have been distributed to all DOL employees, so that all employees know where their accomplishments fit into both the Department's and their agency's Strategic and Performance Plans. Most managers have had specific performance goals and related program measures or indicators built into their performance standards.

The Department recognizes that a number of challenges remain before the full impact of GPRA planning can be realized. We will need improved reporting systems, data validation efforts, and program evaluations to achieve the Secretary's vision of an integrated Department delivering measurable results for America's working families. Much progress has already been made, and the Department is committed to a continuing process of improving program performance by maintaining a consistent focus on our Strategic Goals, refining the definition and measurement of the outcome of our work, and improving the communication of the results of our efforts to the public. In so doing we will help provide America with a prepared workforce, a secure workforce, and quality workplaces.

1. A number of ETA programs are forward funded. The Program Year for such programs begins 9 months after the start of the fiscal year for which funds have been received. The year is prefixed with a PY when a Program Year is the measurement period for an ETA program.

2. See Appendix B for time frames for establishing baselines and targets for goals 2.1B and 2.1C.
3. Goals 3.2A, B & C are in the process of being reevaluated with planned revisions to the goals and methodology targeted for the end of FY 2000.
4. A verification (usually through testing) that the application/system developed for the client is functional, operational, and meets (customers/stakeholder) requirements.

Appendix A: Performance Goals and Baselines

Strategic Goal One

A Prepared Workforce: Enhance Opportunities for America's Workforce

Outcome Goal: 1.1 Increase Employment, Earnings, and Assistance

Goal Desired Performance Level by FY 2004 Baseline

1.1A By PY 2002, 70% of individuals registered under the WIA adult program will be employed in the quarter after program exit. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

1.1B By PY 2002, 80% of individuals registered under the WIA adult program, will be employed in the third quarter after program exit. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels or performance for all states.

1.1C By PY 2002, individuals registered under the WIA adult program who are employed in the third quarter after program exit will have increased earnings of \$3,423. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels or performance for all states.

1.1D By 2004, 69% of those Welfare-to-Work (WtW) participants placed in unsubsidized employment will remain in the workforce for two consecutive quarters following the placement quarter. New Goal. The baseline for this performance measure will be available in September 2000.

1.1E By 2004, those Welfare-to-Work (WtW) participants placed in unsubsidized employment, will have an average earnings increase of 9% by the second consecutive quarter following the placement quarter. New Goal. The baseline for this performance measure will be available in September 2000.

1.1F By PY 2002, 65% of job seekers registered under the Wagner-Peyser Act program will have unsubsidized jobs six months after initial entry into employment. New Goal. Based on PY 2000 (7/1/00 - 6/30/01) reporting against this new measure, it will be possible to establish a baseline which will be used to negotiate individual state goals in advance of PY 2001 (7/1/01 - 6/30/02), and a roll up to national performance goals for the Annual Plan in September, 2001.

1.1G By PY 2002, increase by 1% the total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank (AJB) via the Internet, over the PY 1999 baseline. Baseline will be FY 2000 (PY 1999) data.

1.1H By 2004, increase by 10% the number of newly registered civilian apprentices over the 1999 baseline. The FY 1999 baseline was 109,251 newly registered apprentices.

1.1I By 2004, increase by 15% the number of newly registered female civilian apprentices over the 1999 baseline. The FY 1999 baseline was 7,551 newly registered female apprentices.

1.1J By 2002, increase by 5% the number of people with disabilities registered in the workforce area that receive Work Incentive Grants for FY 2001. New Goal. The baseline is to be established using PY 2000 WIA data. The baseline will be the number of people with disabilities, as of the beginning of FY 2001 (10/1/00), registered in the workforce area(s) that receive Work Incentive Grants.

1.1K By 2002, more than 60% of customers with disabilities registered in workforce area(s) that receive Work Incentive Grants for FY 2001 will indicate they were very satisfied with services received through the One-Stop system. New Goal. The goal was based upon limited grantee experience gathering participant customer satisfaction information, including pilot projects.

1.1L By PY 2002 70% of participants will be satisfied with services received from workforce investment activities. The goal was based upon limited grantee experience gathering participant customer satisfaction information, including pilot projects.

1.1M By PY 2002, 68% of employers will be satisfied with

services received from workforce investment activities. The goal was based upon limited grantee experience gathering participant customer satisfaction information, including pilot projects.

1.1N By 2005, at least 30% of those veterans and other eligible persons registering for public labor exchange services will enter employment each year through staff assisted services provided either by VETS funded staff or by the Wagner-Peyser funded systems. 27% in FY 1999.

1.1O At least 54% of those veterans and other eligible persons enrolled in Homeless Veteran Reintegration Project (HVRP) grants enter employment. 50% in FY 1999.

1.1P By FY 2003, prepare 32,500 women for the labor force by providing them with tools and education on equal pay, occupational segregation, pension benefits, dependent care, nontraditional occupations, safe and healthy workplaces, rights in the workplace. Baseline is zero.

Outcome Goal: 1.2 Increase the Number of Youth Making a Successful Transition to Work

Goal

Desired Performance Level by FY 2004
Baseline

1.2A By PY 2002, 53% of the 14-18 year-old youth registered under the WIA youth program will be in employment, post-secondary education, advanced training, apprenticeships, or in the military in the third quarter after program exit. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

1.2B By PY 2002, 77% of the 19-21 year-old youth registered under the WIA youth program will be employed in the third quarter after program exit. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

1.2C By PY 2004, 85% of Job Corps graduates will get jobs or be enrolled in education. The PY 1999 baseline was 88%.

1.2D By PY 2004, Job Corps graduates with jobs will be employed at average hourly wages of \$8.50. The PY 1999 baseline was \$7.49.

1.2E By PY 2004, 70% of Job Corps graduates will continue to be connected to a job, advanced educational program or the

military, six months after they obtain their first placement. The baseline will be established in PY 2000.

1.2F By PY 2002, 53% of 14-18 year old Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships will be retained at six months. The baseline for this program will be established in PY 2000.

1.2G By 2004, in 40 communities, Youth Councils will build local Safe Schools/Healthy Students partnerships with business, community organizations, and schools to improve opportunities for at-risk youth, particularly out-of-school youth. The Department of Labor's involvement in this initiative is new. FY 2001 will constitute the baseline year for this measure.

1.2H By 2004, 67% of Responsible Reintegration for Young Offenders program graduates will get jobs, re-enroll in high school, or be enrolled in post-secondary education or training. This is a new initiative. FY 2001 will constitute the baseline year for this measure.

Outcome Goal 1.3: Improve the Effectiveness of Information and Analysis on the U. S. Economy

Goal Desired Performance Level by FY 2004
Baseline

1.3A Produce and disseminate timely, accurate, and relevant economic information. Timeliness measures for FY 1997: National Labor Force (100 percent); Employment, Hours, and Earnings (100 percent); Consumer Prices and Price Indexes (100 percent); Producer Prices and Price Indexes (100 percent); and Employment Cost Index statistics (100 percent).

Quality (accuracy, and relevancy) measures for FY 1997: Unlike the timeliness measures, the quality measures are unique to each economic indicator. For example, in the Employment Cost Index: The number of quarters the change in Civilian Compensation Less Sales Workers Index was within +/-0.5 percent at the 90 percent confidence level =3D 4 in FY 1997.

DOL and BLS Annual Performance Plans provide additional baseline information.

1.3B Improve the accuracy, efficiency, and relevancy of economic measures. There are no baseline measures for new activities 1, 2, 3, 6, and 7.

1. The North American Industry Classification System (NAICS) will be used in the Producer Price Index and Employment Cost Index.

2. Release of Job Openings and Labor Turnover Survey (JOLTS).

3. Updated housing sample in the Consumer Price Index (CPI) market basket (CPI-R).

4. Increase the sample size of the Consumer Expenditure Survey (CE) by 50 percent; 5,400 households for the Diary survey and 5,400 for the Interview survey in FY 1997.

5. Increase the sample size of the Employment Cost Index (ECI) by 7,000 establishments; 12,000 establishments in FY 1999.

6. Product samples will be updated more frequently for rapidly changing industries in the Producer Price Index (PPI).

7. A subscription system and an enhanced data research capability are implemented for LABSTAT, the BLS public access Web site and time series database.

DOL and BLS Annual Performance Plans provide additional baseline information.

Strategic Goal Two

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

Outcome Goal 2.1: Increase Compliance with Worker Protection Laws

Goal Desired Performance Level by FY 2004

Baseline

2.1A Increase compliance with labor standards laws and regulations including young workers in nationally targeted industries. (Note: New industries targeted for compliance will have baselines established in years indicated.) 79% compliance in the San Francisco garment industry (1997). 37% compliance in the New York City garment industry (1997). 22% compliance in the Los Angeles garment industry (1994). 75% compliance in tomato commodities (1996). 70% compliance in the nursing home industry (1998). 57% compliance in residential health care (1999). 40% compliance in the poultry processing industry (1998). 49% compliance in cucumber commodity (1999). 65% compliance in lettuce commodity (1999). 42% compliance in onion commodity (1999). 57% compliance in residential health care (assisted living facilities) (1999).

Garlic commodity baseline TBD (end of FY 2000).
Meatpacking industry baseline to be established (2003).
Forestry industry baseline TBD (2000).

Home health care baseline TBD (2002).

2.1B Increase child labor compliance by ___ percentage points over established baselines in those selected industries where data indicate that the risk of serious injury of young workers is greatest. New Goal. Baselines for the restaurant and grocery industries will be established by the end of FY 2000.

2.1C Achieve child labor compliance by ___ % of the employers previously investigated in those selected industries where the data indicate that the risk of serious injury to young workers is greatest. New Goal. Baselines for the restaurant and grocery industries will be established by the end of FY 2000.

2.1D Increase compliance by 15 percentage points (10-15 percentage points based on years surveys are conducted) among employers which were previous violators, and the subject of repeat investigations in nationally targeted industries. (Note: New industries targeted for compliance will have baselines established in years indicated). San Francisco garment (1999) 86% compliance rate upon reinvestigation.
LA garment (1998) - 25% compliance rate upon reinvestigation.
New York City garment (1999) 52% compliance rate upon reinvestigation
Nursing homes (1997) - 76% compliance rate upon reinvestigation.
Tomato commodities (1998) - 59% compliance rate upon reinvestigation.
Residential health care (assisted living facilities) (1999) - 66% compliance rate upon reinvestigation.
Lettuce Commodity (1999) 43% compliance rate upon reinvestigation.
Onion Commodity (1999) 42% compliance rate upon reinvestigation.
Cucumber Commodity (1999) 37% compliance rate upon reinvestigation.
Poultry processing - (1998) -- 40% compliance rate upon reinvestigation.
Garlic Baseline TBD (end of FY2000).
Forestry - baseline TBD (end of FY 2000).
Meatpacking - baseline TBD (2003).

2.1E Achieve 90% timely union reporting compliance by unions with annual receipts greater than \$200,000 that timely file union annual financial reports for public disclosure access. Timely filing of annual financial reports required of unions with annual receipts over \$200,000: 79% in FY 1997.

2.1F Increase by 2.5% per year both the number of closed fiduciary investigations of employee pension plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected from mismanagement and risk of future loss is reduced. The average number of closed fiduciary investigations of employer pension plans where assets are restored, prohibited transactions are

corrected, participant benefits are recovered, or plan assets are protected for FY1998 & 1999 (799).

2.1G Increase by 2.5% per year the number of closed fiduciary investigations of employee health and welfare plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected from mismanagement and risk of future loss is reduced. The average number of closed fiduciary investigations of employee health and welfare plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected for FY1998 and 1999 (294).

Outcome Goal 2.2 Protect Worker Benefits

Goal Desired Performance Level by FY 2004
Baseline

2.2A Provide fair benefit determinations and timely benefit payments to unemployed workers. By 2004:

1. Increase to 42 the number of States meeting the minimum performance standard for quality in handling eligibility determinations with issues that must be adjudicated.

2. Increase to 48 the number of States meeting or exceeding the minimum performance criterion that 90% of all first payments will be made within 14/21 days.

FY1999:

1. Benefit adjudication quality:

20 States meet the minimum criteria: nationally, 71% of all nonmonetary adjudications scored >80 points using the standard review instrument

2. Payment timeliness:

46 States met the minimum criterion; nationally, 90% of intrastate 1st payments were made within 14/21 days.

2.2B Increase by 10% benefit recoveries achieved through the assistance of Pension Benefit Advisors. Average of benefit recoveries achieved in FY 1998 & 1999 (\$52 million).

2.2C Increase by 5% the number of workers who are covered by a pension plan sponsored by their employer, particularly women, minority and workers in small business. Estimated covered population derived from 1998 pension topical module, available in FY 1999 (47.6 million).

2.2D Return Federal employees to work following an injury as early as appropriate indicated by an 8% reduction from the FY 2000 baseline in the average number of production days lost due to disability. Interim baseline for Quality Case Management (QCM) cases only: FY 1997 actual - 189 workdays. Baseline for all cases to be established by the end of FY 2000.

2.2E Produce \$165 million in cumulative first-year savings in the FECA Program through Periodic Roll Management (PRM).

For

all cases with benefit actions in the measurement year, the periodic payment amount paid at time of their entry into the PRM universe, compared to the periodic payment amount after benefit reduction.

The methodology for measuring savings from compensation benefit adjustments and terminations was revised to coincide with PRM's integration into permanent operations.

PRM savings for performance reporting were previously derived by comparing total FECA program benefit reductions in all cases, including PRM cases, in the measurement year, to total reductions produced in the baseline year but not counting PRM case reductions.

2.2F In the FECA Program, reduce the overall average medical service cost per case by 2% (adjusted for inflation). Fee Schedule and Correct Coding Initiative Baselines: Amounts charged for medical services in each fiscal year that performance will be measured.

Overall Average Medical Cost Baseline: Average cost per case for all cases receiving medical services in FY 2000.

Focus Review Baseline: Average annual cost per case in FY 2000 for each medical condition selected for review.

2.2G Each area of the country will be surveyed for all four types of construction at least every three years, and the resulting Davis-Bacon wage determinations validly represent locally prevailing wages/benefits. Baseline to be determined, and goal achieved, in FY 2002.

Outcome Goal 2.3: Increase Employment Earnings for Retrained Workers

Goal Desired Performance Level by FY 2004
Baseline

2.3A By PY 2002, 75 % of the individuals registered under the WIA dislocated worker program will be employed in the quarter after exit. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

2.3B By PY 2002, 85 % of the individuals registered under the WIA dislocated worker program will be employed in the third quarter after program exit. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the

baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

2.3C By PY 2002, the individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit will have 92% of their pre-dislocation earnings. New Goal. PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

2.3D By 2002, 75 % of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the quarter after program exit . New Goal. FY 2001 will constitute the baseline year for this measure.

2.3E By 2002, 85% of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the third quarter after program exit. New Goal. FY 2001 will constitute the baseline year for this measure.

2.3F By 2002, workers dislocated in important part because of trade and who receive trade adjustment assistance benefits, who are employed in the third quarter after program exit, will earn 92% of their pre-dislocation earnings. New Goal. FY 2001 will constitute the baseline year for this measure.

2.3G By PY 2002, the wages of the incumbent workers receiving training under the incumbent worker initiative will be 5% higher than their pre-program wages, when measured in the first quarter after program exit. New Goal. FY 2001 will constitute the baseline year for this measure.

Strategic Goal Three

Quality Workplaces: Foster Quality Workplaces That Are Safe, Healthy and Fair

Outcome Goal 3.1: Reduce Workplace Injuries, Illnesses, and Fatalities

Goal Desired Performance Level by FY 2004 Baseline

3.1A Reduce the number of mine fatalities and non-fatal injury rate to below the average number recorded for the previous 5 years. Fatalities: Moving 5-year average (actual) e.g., FY 1994-1998 average =3D 92.2.
Injuries: Moving 5-year average (rate) e.g., FY 1994-1998 average =3D 4.07.

3.1B Reduce by 20% the percentage of coal dust and silica dust samples that are out of compliance, for coal mines and metal and nonmetal high-risk mining occupations, respectively. Coal dust baseline: FY 1998: 3,773 coal dust samples taken by MSHA inspectors; 489 not in compliance. Silica dust baseline: 1995-1997 baseline data given GPRA index of 100 - based on weighted number of citable samples out of samples taken for the 35 high-risk occupations.

3.1C Reduce three of the most significant types of workplace injuries and causes of illnesses (silica exposure; lead exposure; and amputations) by 15%. (These injuries and causes of illnesses are FY 2002 targets and will be replaced in FY 2003.) Silica: 3.6 average silica exposure severity FY 1996. Lead: 3.0 average lead exposure severity FY 1995. Amputations: 1.45 per 10,000 employees for CY 1993-1995. (Baselines for new hazards will be selected when new injuries and illnesses are selected).

3.1D Reduce injuries and illnesses by 15% in five industries characterized by high-hazard workplaces (shipyards, food processing, nursing homes, construction and logging). (These industries are FY 2002 targets and will be replaced in FY 2003). Shipyard: 13.4 average lost workday injury and illness rate per 100 full-time workers for CY 1993-1995. Food processing: 8.9 average lost workday injury and illness rate per 100 full-time workers for CY 1993-1995. Nursing homes: 8.7 average lost workday injury and illness rate per 100 full-time workers for CY 1993-1995. Logging: 7.2 average lost workday injury and illness rate per 100 full-time workers for CY 1993-1995. Construction: 5.2 average lost workday injury rate per 100 full-time workers for CY 1993-1995. (Baselines for new industries will be selected when new industries are selected).

3.1E Reduce injuries and illnesses by 20% in at least 100,000 workplaces where OSHA initiates an intervention. (This goal will be completed in FY 2002). Will vary depending on when the intervention occurs; tracking began with FY 1995 interventions.

3.1F Decrease fatalities in the construction industry by 15%, by focusing on the four leading causes of fatalities (falls, struck-by, crushed-by, and electrocutions and electrical injuries). Rate of fatal occupational injuries: 14.5 per 100,000 workers for CY 1993-1995.

3.1G Reduce work-related ergonomic injuries and illnesses by 15% in general industry. Baseline is 1997

3.1H Reduce injuries and illnesses by 15% at work sites engaged in voluntary, cooperative relationships with OSHA. Will vary depending on when the cooperative relationship begins.

Outcome Goal 3.2: Foster Equal Opportunity Workplaces

Goal Desired Performance Level by FY 2004
Baseline

3.2A Increase by 30% the number of federal contractors brought into compliance with the EEO provisions of federal contracts via compliance evaluation procedures. FY 1999 actual: 2,648.

3.2B To increase compliance with the EEO requirements among federal contractors, measure the effectiveness of OFCCP's education, technical assistance, and outreach efforts. Baseline to be established in FY 2001.

3.2C Narrow the wage gap for protected groups within the federal contractor reporting community. Baseline to be established in FY 2001.

3.1D Review methods of administration submitted under Workforce Investment Act (WIA) for those state administered plans that have been fully approved by ETA and procedures for ensuring nondiscrimination in 4 national programs. Notify states and national programs of compliance or actions required to be in compliance with all civil rights laws and regulations. Baseline not applicable.

Outcome Goal 3.3: Increase Availability and Effectiveness of Programs That Support a Greater Balance Between Work and Family

Goal Desired Performance Level by FY 2004
Baseline

3.3A By 2004, the number of states with registered child care apprenticeship programs will increase to 49 and the number of newly registered child care apprentices will increase cumulatively by 200% over FY 2000 baseline. At the end of FY 1997, 19 states had child care apprenticeship programs.

Outcome Goal 3.4: Reduce Exploitation of Child Labor and Address Core International Labor Standards Labor Standards Issues

Goal Desired Performance Level by FY 2004
Baseline

3.4A Reduce exploitative child labor by promoting international efforts and targeting focused initiatives in selected countries to include these objectives:

* 100 countries will ratify International Labor Organization (ILO) Convention 182 on Worst Forms of Child Labor.

* 80 countries will establish National Action Plans.

* 500,000 children in developing countries will be targeted for prevention and/or removal from exploitative work.

* 250,000 children in developing countries will be prevented and/or removed from exploitative work.

Baseline is zero.

3.4B Advance workers' protections and workplace safety in nations of the developing world to include these objectives:

* 35 countries receive US financial support and commit to core labor standards.

* Five initiatives to effect policy changes in other nations will yield judicial, legal, or significant policy decisions which improve core labor standards.

* 30 project countries commit with USA/DOL assistance make substantive improvements in social safety programs that protect workers and develop labor markets.

Baseline is zero.

Maintaining a Departmental Strategic Management Focus

Goal Desired Performance Level by FY 2004 Goal Baseline

FM1 Produce annual financial statements that receive clean audit opinions. FY1998: DOL received a clean audit opinion on its annual financial statements.

FY1999: DOL received a clean audit opinion on its annual financial statements.

FY 2000: To be determined.

FM2 DOL meets all new accounting standards issued by the Federal Accounting Systems Advisory Board (FASAB) including the Managerial Cost Accounting Standard. FY 1997: DOL meets all current FASAB accounting standards.

FY 1998: DOL meets all current FASAB accounting standards.

FY 1999: DOL meets all current FASAB accounting standards.

IT1 Increase integration of DOL IT systems and extend access to automated services. a) To be established after implementation of a common office automation suite of software DOL-wide, slated for completion in FY2003.

b) FY 2000

c) FY 2000

d) FY 2000

e) FY 2000

HR1 Recruit, develop, and retain a highly competent and

diverse workforce to support the accomplishment of the DOL mission through innovative recruitment strategies, convenient and appealing lifelong learning programs and services, and a wide variety of "model workplace" initiatives to enhance morale and retention rates. Applicants profile data, DOL's workforce representation rates, usage of Lifelong Learning and model workplace programs and services, data from Labor-Management and Central Office for Assistive Services, and Technology tracking systems.

HR2 Assure safe, healthful workplace for DOL employees and Job Corps students by reducing the rate of occurrence for lost time accidents, injuries, and illnesses and reducing the rate of lost production days. a) Total case rate goal established by Presidential Initiative for DOL agencies in FY 2000 is 3.60 cases per 100 employees.

b) Percentage of timely reporting of new injuries established by Presidential Initiative for DOL agencies in FY 2000 is 60%.

c) OWCP baseline data for FY 2000 is 56.2 lost production days per 100 employees.

d) Total case rate for Job Corps for FY 2000 as reported by SHC.

HR3 Complete reviews of the thirteen DOL components to verify that DOL components have procedures in place to meet the requirements of applicable civil rights laws. Baseline is zero.

Appendix B: Data Capacity

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

Outcome Goal: 1.1 Increase Employment, Earnings, and Assistance

Performance Goal Indicator Data Source Comment

1.1A

By PY 2002, 70% of individuals registered under the WIA adult program will be employed in the quarter after program exit.

Percent of adults registered under the WIA adult program who are employed in the quarter after program exit.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The

performance measure will be derived from the agreed upon levels of performance for all states.

1.1B

By PY 2002, 80% of individuals registered under the WIA adult program will be employed in the third quarter after program exit.

Percent of adults registered under the WIA adult program employed in the third quarter after program exit.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

FY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

1.1C

By PY 2002, individuals registered under the WIA adult program who are employed in the third quarter after program exit will have increased earnings of \$3,423.

Increased earnings for individuals registered under the WIA adult program and employed in the third quarter after program exit.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

1.1D

By 2004, 69% of those Welfare-to-Work (WtW) participants placed in unsubsidized employment will remain in the workforce for two consecutive quarters following the placement quarter.

Percent of participants placed in unsubsidized employment remaining in the workforce for six months (two consecutive quarters following placement).

WtW Quarterly Financial Status Report.

The baseline for this performance measure will be FY 2000.

1.1E

By 2004, those Welfare-to-Work (WtW) participants placed in

unsubsidized employment will have an average earnings increase of 9% by the second consecutive quarter following the placement quarter.

Average earnings increase for WtW participants in the second consecutive quarter following placement in unsubsidized employment.

WtW Quarterly Financial Status Report.

The baseline for this performance measure will be FY 2000.

1.1F

By PY 2002, 65% of job seekers registered by the Wagner-Peyser Act program will have unsubsidized jobs six months after initial entry into employment.

Percent of registered job seekers served by the Wagner-Peyser program that have unsubsidized jobs six months after initial entry into employment.

State reports and UI wage records.

Based on PY 2000 (7/1/00 - 6/30/01) reporting against this new measure, it will be possible to establish a baseline which will be used to negotiate individual state goals in advance of PY 2001 (7/1/01 - 6/30/02), and a roll up to national performance goals for the Annual Plan in September, 2001.

1.1G

By PY 2002, increase by 1%, the total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank, (AJB) via the Internet, over the PY 1999 baseline.

The total number of job openings listed with the public employment service, including both those listed with State Employment Security Agencies (SESAs) and those listed directly with America's Job Bank.

State reports .

1.1H

By 2004, increase by 10% the number of newly registered civilian apprentices over the 1999 baseline.

Percent increase in newly registered apprentices over the FY 1999 baseline.

Apprenticeship Information Management System (AIMS).

1.1I

By 2004, increase by 15% the number of newly registered female civilian apprentices over the 1999 baseline.

Percent increase in newly registered female civilian apprentices over the FY 1999 baseline.

Apprenticeship Information Management System (AIMS)

1.1J

By 2002, increase by 5% the number of people with disabilities registered in the workforce area(s) that receive Work Incentive Grants for FY 2001.

Number of people with disabilities registered under Title I and Wagner-Peyser programs in Work Incentive Grant workforce areas.

WIA data from state and/or local areas receiving Work Incentive Grants.

The WIG program is directed to systemic change for people with disabilities obtaining services under the WIA. Therefore, the strategic goals are established based upon the extent to which the One-Stop delivery system in the workforce areas which receive grants increase the percent of people with disabilities served and these individuals feel satisfied with the services received.

1.1K

By 2002, more than 60% of customers with disabilities registered in workforce area(s) that receive Work Incentive Grants for FY 2001 will indicate they were very satisfied with services received through the One-Stop system.

Number of people with disabilities registered under Title I and Wagner-Peyser programs who complete customer satisfaction surveys in Work Incentive Grant workforce areas.

Customer satisfaction survey to be conducted in state and/or local areas receiving Work Incentive Grants.

The WIG program is directed to systemic change for people with disabilities obtaining services under the WIA. Therefore, the strategic goals are established based upon the extent to which the One-Stop delivery system in the workforce areas which receive grants increase the percent of people with disabilities served and these individuals feel satisfied with the services received.

1.1L

By PY 2002, 70% of participants will be satisfied with services received from workforce investment activities.

Participant customer satisfaction.

WIA state reports.

The indicator is an index of participant customer satisfaction based upon three questions that will be asked of a sample of WIA program exiters. The index is based upon the American Customer Satisfaction Index.

1.1M

By PY 2002, 68% of employers will be satisfied with services received from workforce investment activities.

Employer customer satisfaction.

WIA state reports.

The indicator is an index of employer customer satisfaction based upon three questions that will be asked of a sample of employers using WIA exiters. The index is based upon the American Customer Satisfaction Index.

1.1N

By 2005, at least 30% of those veterans and other eligible persons registering for public labor exchange services will enter employment each year through staff assisted services provided either by VETS funded staff or by the Wagner-Peyser funded systems.

Percent of veterans and other eligible persons served by DVOP and LVER specialists and Wagner-Peyser funded systems who enter employment.

Reports submitted by State Employment Security Agencies.

This goal will be discussed with stakeholders during the year, to consider adjustments to the minimum standard for future years.

1.1O

At least 54% of those veterans and other eligible persons enrolled in Homeless Veteran Reintegration Project (HVRP) grants enter employment.

Percent of homeless veterans served by HVRP grantees who enter

employment.

Reports submitted by HVRP grantees.

This goal will be discussed with stakeholders during the year, to consider adjustments to the minimum standard for future years.

1.1P

By FY 2003, prepare 32,500 women for the labor force by providing them with tools and education on equal pay, occupational segregation, pension benefits, dependent care, nontraditional occupations, safe and healthy workplaces, rights in the workplace.

Number of women who were provided information and education which resulted in employment, upward mobility, wage increase, economic parity or relevant assistance

Random sample survey customer comment cards, WB regional reports and conference evaluation forms; regional office tracking system.

On an ongoing basis, the WB will assess the strategies on achieving this goal and will modify its approach as may become necessary.

Outcome Goal: 1.2 Increase the Number of Youth Making A Successful Transition to Work

Performance Goal	Indicator	Data Source	Comment
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1.2A

By PY 2002, 53% of the 14-18 year-old youth registered under the WIA youth program will be in employment, post-secondary education, advanced training, apprenticeships, or in the military in the third quarter after program exit.

Percent of exiters that are in employment, post-secondary education, advanced training, apprenticeships, or in the military six months after initial placement.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

1.2B

By PY 2002, 77% of the 19-21 year-old youth registered under the WIA youth program will be employed in the third quarter after program exit.

Percent of youth aged 19-21 employed six months after initial placement.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

1.2C

By PY 2004, 85% of Job Corps graduates will get jobs or be enrolled in education.

Percent of Job Corps graduates with jobs or enrolled in education.

Job Corps Data Center.

Baseline is PY 1999 data.

1.2D

By PY 2004, Job Corps graduates with jobs will be employed at average hourly wages of \$8.50.

Average hourly wages for employed Job Corps graduates.

Job Corps Data Center.

Job Corps has introduced the Graduate definition, effective 7/99.

1.2E

By PY 2004, 70% of Job Corps graduates will continue to be connected to a job, advanced educational program, or the military, six months after they obtain their first placement.

Percent of terminees connected to a job, advanced educational program, or the military six months after initial placement.

Job Corps Data Center.

New data elements reflecting six-month retention collected beginning 7/1/99, the beginning of PY 2000. PY 2000 will be the baseline.

1.2F

By PY 2002, 53% of 14-18 year old Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships will be retained at six months.

Youth Opportunity Grant participants placed in employment, the military, advanced training, post-secondary education, or apprenticeships retained at six months.

Grantee reports.

1.2G

By 2004, in 40 communities, Youth Councils will build local Safe Schools/Healthy Students partnerships with business, community organizations, and schools to improve opportunities for at-risk youth, particularly out-of-school youth.

Number of partnerships created.

Project reports and documentation from local grantees.

This is a competitively-awarded system-building initiative. Currently administered by the Departments of Justice, Education, and HHS, DOL will join this multi-agency initiative. The purpose is to promote healthy childhood development and to prevent school violence and alcohol and drug abuse through a community-wide approach.

1.2H

By 2004, 67% of Responsible Reintegration for Young Offenders program graduates will get jobs, re-enroll in high school, or be enrolled in post-secondary education or training.

Percentage of program graduates who obtain placement in employment or enrollment in high school or post-secondary education or training.

Youthful Offender Program Management Information System.

Youthful offenders are a particularly difficult population to serve. Also, most employers do not readily hire individuals with criminal records. The President's White House Council on Youth Violence is developing a performance measure to be used by all departments participating in the grant initiative.

Outcome Goal: 1.3 Improve the Effectiveness of Information and Analysis on the U.S. Economy

Performance Goal	Indicator	Data Source	Comment
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1.3A

Produce and disseminate timely, accurate, and relevant economic information.

Percentage of Principal Federal Economic Indicators released on time; Principal Federal Economic Indicators meet quality standards.

BLS Office of Publications schedule; press releases.

Baseline: FY 1997.

1.3B

Improve the accuracy, efficiency, and relevancy of economic measures.

(1) The North American Industry Classification System (NAICS) will be used in the Producer Price Index and Employment Cost Index; (2) Release of Job Openings and Labor Turnover Survey (JOLTS); (3) Updated housing sample in the published Consumer Price Index (CPI) market basket (CPI-R); (4) Increase the sample size of the Consumer Expenditure Survey by 50 percent; (5) Increase the sample size of the Employment Cost Index (ECI) by 7,000 establishments; (6) Product samples will be updated more frequently for rapidly changing industries in the Producer Price Index (PPI); (7) A subscription system and an enhanced data research capability are implemented for LABSTAT, the BLS public access Web site and time series database.

(1) BLS Universe Database; (2) Job Openings and Labor Turnover Survey press release; (3) CPI press release, (4) Consumer Expenditure Survey sample report; (5) ECI press release; (6) PPI press release; (7) BLS Web site.

Baseline: FY 1997 (4)

FY 1999 (5)

Since 1, 2, 3, 6, and 7 are new activities, there are no baseline measures.

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

Outcome Goal 2.1: Increase Compliance with Worker Protection Laws

Performance Goal

Indicator

Data Source

Comment

2.1A

Increase compliance with labor standards laws and regulations including young workers in nationally targeted industries. Trends in compliance/violation rates by Northern American Industry Classification (NAIC) Code; changes in results of compliance surveys in targeted industries.

Wage Hour Investigator Support and Reporting Database (WHISARD);
results of compliance surveys.

Baseline: varied.

Because there is no unbiased industry-wide database on labor standards violations or compliance, Wage and Hour faces a challenge in determining industry-wide levels of compliance, measuring changes in compliance and attributing causality for any changes. To determine the impact of Wage and Hour efforts, a statistically sound method for establishing baselines and measuring compliance was developed using investigation-based compliance surveys of targeted industries and areas.

Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.

2.1B

Increase child labor compliance by ___ percentage points over established baselines in those selected industries where data indicate that the risk of serious injury of young workers is greatest.

Trends in compliance rates in those selected industries (NAIC code) where data indicate risk of serious injury to young workers is greatest.

Specific program interventions to be completed during FY 2001 will be determined based on assessment of the results of the FY 2000 compliance survey.

Targeted percentage of program improvement will be set following assessment of the results of the FY 2000 survey. Accomplishment of targeted improvement will be measured by the FY 2002 compliance survey.

Wage Hour Investigator Support and Reporting Database (WHISARD);
results of compliance surveys; industry data indicating serious injuries of young workers.

Baselines for the restaurant and grocery industries will be established by the end of FY 2000.

Because there is no unbiased industry-wide database on labor standards violations or compliance, Wage and Hour faces a challenge in determining industry-wide levels of compliance, measuring changes in compliance and attributing causality for any changes. To determine the impact of Wage and Hour efforts, a statistically sound method for establishing baselines and measuring compliance was developed using investigation-based compliance surveys of targeted industries and areas.

Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.

2.1C

Achieve child labor compliance by -----% of the employers previously investigated in those selected industries where the data indicate that the risk of serious injury to young workers is greatest.

Trends in compliance rates in those selected industries (NAIC code) where data indicate risk of serious injury to young workers is greatest .

Specific program interventions to be completed during FY 2001 will be determined based on assessment of the results of the FY 2000 compliance survey.

Targeted percentage of program improvement will be set following assessment of the results of the FY 2000 survey. Accomplishment of targeted improvement will be measured by the FY 2002 compliance survey.

Wage Hour Investigator Support and Reporting Database (WHISARD);
results of compliance surveys; industry data indicating serious injuries of young workers.

Baselines for the restaurant and grocery industries will be established in FY 2000.

Because there is no unbiased industry-wide database on labor standards violations or compliance, Wage and Hour faces a challenge in determining industry-wide levels of compliance, measuring changes in compliance and attributing causality for any changes. To determine the impact of Wage and Hour efforts, a statistically sound method for establishing baselines and measuring compliance was developed using investigation-based compliance surveys of targeted industries and areas.

Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.

2.1D

Increase compliance by 15 percentage points (10-15 percentage points based on years surveys are conducted) among employers which were previous violators, and the subject of repeat investigations in nationally targeted industries.

Trends in compliance/violation rates by industry (NAIC code); changes in results in compliance surveys in targeted industries.

Wage Hour Investigator Support and Reporting Database (WHISARD); results of compliance surveys.

Baseline: varied.

This goal is to increase the level of compliance as a result of a Wage and Hour enforcement intervention. Data on entities covered in an investigation-based compliance survey that have previously been investigated by Wage and Hour, will be analyzed to compare those entities' compliance to the rest of the survey universe and to the entities prior compliance history. Data on the outcomes or repeat investigations will also be used to evaluate the relative effectiveness, or return on investment, of the various types of interventions.

Based on results, specific industries and/or industry sectors will be resurveyed every 2 to 3 years.

2.1E

Achieve 90% timely union reporting compliance by unions with annual receipts greater than \$200,000 that timely file union annual financial reports for public disclosure access.

Percentage of financial reports filed timely for public disclosure availability.

Labor Organization Reporting System.

Baseline: Timely filing of annual financial reports required of unions with annual receipts over \$200,000: 79% in FY 1997.

The indicators reflect union compliance with laws established to ensure democratic practices and financial integrity in unions in the American workforce.

2.1F

Increase by 2.5% per year the number of closed fiduciary investigations of employee pension plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected from

mismanagement and risk of future loss is reduced.

Number of closed fiduciary investigations of employees pension plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected.

Enforcement Management Systems.

The protection of plan assets is the primary investigative purpose. When plan assets have been potentially endangered by an imprudent act on the part of a plan fiduciary or have otherwise been misused, DOL seeks to have plan made whole through the restoration of assets.

2.1G

Increase by 2.5% per year the number of closed fiduciary investigations of employee health and welfare plans where assets are restored, prohibited transactions are corrected, participant benefits are recovered, or plan assets are protected from mismanagement and risk of future loss is reduced.

Number of closed fiduciary investigations of health and welfare plan employee pension plan where prohibited transaction are corrected, participant benefits are recovered, or plan assets are protected.

Enforcement Management Systems

The protection of plan assets is the primary investigative purpose. When plan assets have been potentially endangered by an imprudent act on the part of a plan fiduciary or have otherwise been misused, DOL seeks to have the transaction corrected to minimize potential loss.

Outcome Goal 2.2: Protect Worker Benefits

Performance Goal

Indicator

Data Source

Comment

2.2A

Provide fair benefit determinations and timely benefit payments to unemployed workers. By 2004:

1. Increase to 42 the number of States meeting the minimum performance standard for quality in handling eligibility determinations with issues that must be adjudicated.

2. Increase to 48 the number of States meeting or exceeding the minimum performance criterion that 90% of all first payments will be made within 14/21 days.

1. Benefit adjudication speed:

78% of Separation Issues will be made within 21 days of detection (31 States meet minimum criterion). 76% of Nonseparation Issues will be made within 14 days of detection (29 States meet minimum criterion).

2. Benefit adjudication quality:

75% of all nonmonetary adjudications score > 80 points using standard review instrument (31 States meet minimum criterion).

3. Payment timeliness:

92% of intrastate 1st Payments will be made within 14/21 days (50 States meet minimum criterion).

81% of interstate 1st Payments will be made within 14/21 days (50 States meet minimum criterion).

4. Appeal decision timeliness:

71% Lower Authority Appeals decided within 30 days (51 States meet minimum criterion).

65% Higher Authority Appeals decided within 45 days (48 States meet minimum criterion).

5. Appeal decision quality:

93% of cases scored > 85% of potential points using standard review instrument (49 States meet minimum).

Benefit adjudication quality: ETA 9056.

Payment timeliness: ETA 9050.

The ETA 9050 report is not yet validated but the Department plans to validate it as part of the UI Data Validation system. That system will also validate the universe from which the samples are based. Some of the data on the ETA 9056 report are validated in the course of the quarterly quality review process.

2.2B

Increase by 10% benefit recoveries achieved through the assistance of Pension Benefit Advisors.

The dollar value of benefit recoveries achieved through the assistance of technical assistance staff.

The technical assistance & inquiries system (TAIS)

2.2C

Increase by 5% the number of workers who are covered by a pension plan sponsored by their employer, particularly women, minority and workers in small business.

The number of active workers within the categories that report participation in a proper pension plan sponsored by their current employer.

Income supplement of the current population survey U.S. Bureau of the Census.

The expansion of coverage within the private employer-sponsored pension system is one of the primary results toward which PWBA's programs and policy initiatives are directed. Providing access to populations that have historically shown a lower coverage rate is a high priority within this large goal. Coverage rates for specific populations can be tracked through specific sets of questions periodically included in surveys conducted by the Census Bureau. The Bureau provides statistically reliable data on pension coverage rates.

2.2D

Return Federal employees to work following an injury as early as appropriate

indicated by an 8% reduction from the FY 2000 baseline in the average number of production days lost due to disability.

Average number of days lost due to disability for all cases.

Federal Employees Compensation Act (FECA) data systems.

Baseline: Interim baseline for Quality Case Management (QCM) cases only is the FY 1997 actual - 189 workdays. The baseline for all cases will be established in FY 2000.

In FY 2000, DOL established a new baseline covering all federal employee injuries. Data for this much larger cohort requires that federal agencies capture and report "Continuation of Pay" data. The Presidential Initiative, "Federal Worker 2000," sets a goal for agencies to reduce disability days, and will give impetus to data collection.

2.2E

Produce \$165 million in cumulative first-year savings in the FECA Program through Periodic Roll Management (PRM).

The fiscal year amount of total periodic payment (compensation benefit) reductions in PRM universe cases.

Automated Compensation Payment System. Periodic Roll

Management System.

Baseline: For all cases with benefit actions in the measurement year, the periodic payment amount paid at time of their entry into the PRM universe, compared to the periodic payment amount after benefit reduction.

The methodology for measuring savings from compensation benefit adjustments and terminations was revised to coincide with PRM's integration into permanent operations.

PRM savings for performance reporting were previously derived by comparing total FECA program benefit reductions in all cases, including PRM cases, in the measurement year, to total reductions produced in the baseline year but not counting PRM case reductions.

Periodic Roll Management has proven highly successful in identifying potential for return to work and resolving cases leading to greater savings in benefit compensation (an additional \$317 million between 1992 and 1998). In FY 1999, Congress appropriated resources to fully staff all offices and integrate PRM into FECA program operations. This is accelerating savings in Federal workers' compensation costs, and increasing the potential for returning workers to employment after recovery from an injury.

Note: Decisions on cases under PRM review often result in adjustment or termination of benefits. On a case-by-case basis, and beginning with the first payment cycle after the benefit action, savings are scored for the remainder of the measurement (fiscal) year, producing the "first-year" savings for the case. First-year savings for all cases acted on in the measurement year are then combined producing the total savings for the year. The cumulative sum of measurement year savings is matched against the goal as stated for each measurement year.

2.2F

In the FECA Program, reduce the overall average medical service cost per case by 2% (adjusted for inflation).

For Fee Schedules, Correct Coding Initiative, and Focus Reviews, savings are calculated by comparing amounts paid to amounts billed for drugs, hospital, and physician services in each performance year (e.g., paid versus billed in FY 2001.)

Average case costs for all cases receiving medical services after adjustment for inflation.

Average case costs for services paid for selected medical conditions adjusted for inflation and changes in industry practices.

Source: FECA Medical Bill Pay System.

Fee Schedule and Correct Coding Initiative Baselines: Amounts charged for medical services in each fiscal year that performance will be measured.

Overall Average Medical Cost Baseline: Average cost per case for all cases receiving medical services in FY 2000.

Focus Review Baseline: Average annual cost per case in FY 2000 for each medical condition selected for review.

The FECA program uses Fee Schedules to set payment levels for standard categories of billed medical services. A special automated bill review, the Corrective Coding Initiative (CCI) identifies medical providers' duplicate and abusive billing practices, and facilitates evaluation and resolution of questionable bills before payment is authorized. Focus reviews identify proper treatment or payments for selected medical conditions.

These mechanisms, along with procedural changes and other quality controls, will result in overall reduction of program medical costs.

2.2G

Each area of the country will be surveyed for all four types of construction at least every three years, and the resulting Davis-Bacon wage determinations validly represent locally prevailing wages/benefits.

Survey Planning Data Base maintained by Construction Resource Analysis (CRA) measures the length of time since the last survey in every county.

Survey Planning Data Base

The baseline will be determined and the goal achieved in FY 2002.

Although some incremental improvements may be realized, and conceptual changes validated, almost all of the improvement will be accomplished at the end of the process when either a re-engineered system is fully implemented or a BLS approach is adopted.

2.2H

Reduce to 3 to 4 years the average time frame to send final, accurate benefit determinations to participants in defined benefit pension plans taken over by PBGC.

Average time to issue final benefit notifications to participants in trustee pension plans.

PBGC's Participant Record Information Management System (PRISM).

Baseline: FY1997: 7-8 years.

Outcome Goal 2.3: Increase Employment Earnings for Retrained Workers

Performance Goal

Indicator

Data Source

Comment

2.3A

By PY 2002, 75% of the individuals registered under the WIA dislocated worker program will be employed in the quarter after exit.

Percentage of individuals registered under the WIA dislocated worker program who are employed in the quarter after exit.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

2.3B

By PY 2002, 85% of the individuals registered under the WIA dislocated worker program will be employed in the third quarter after program exit.

Percentage of individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

2.3 C

By PY 2002, the individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit will have 92% of their pre-dislocation earnings.

Percentage, on average, of pre-dislocation earnings earned by individuals registered under the WIA dislocated worker program who are employed in the third quarter after program exit.

Workforce Investment Act Standardized Record Data (WIASRD); UI Wage Records.

PY 2000, the first full year of WIA implementation for all states, will constitute the baseline year for this measure. The performance measure will be derived from the agreed upon levels of performance for all states.

2.3D

By 2002, 75% of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the quarter after program exit.

Percent of workers dislocated as a result of trade who are employed upon termination of their trade adjustment assistance benefits.

TAPR (Trade Adjustment Performance Report).

Beginning in FY 2001, the performance measures will be revised to conform to WIA.

2.3E

By 2002, 85% of workers dislocated in important part because of trade and who receive trade adjustment assistance benefits will be employed in the third quarter after program exit.

Workers dislocated as a result of trade who are employed in the third quarter after program exit.

2.3F

By 2002, workers dislocated in important part because of trade and who receive trade adjustment assistance benefits, who are employed in the third quarter after program exit, will earn 92% of their pre-dislocation earnings.

The percentage of pre-dislocation earnings for those employed in the third quarter after program exit for workers dislocated as a result of trade.

2.3G

By PY 2002, the wages of the incumbent workers receiving

training under the incumbent worker initiative will be 5% higher than their pre-program wages, when measured in the first quarter after program exit.

Percentage, on average, of pre-program wages earned by individuals registered under the incumbent worker program in the first quarter after program exit.

Grantee records.

This program provides incumbent workers new skills to allow job retention and wage advancement and to improve employers' competitiveness.

Strategic Goal 3 -- Quality Workplaces - Foster Quality Workplaces That Are Safe, Healthy, and Fair

Outcome Goal 3.1: Reduce Workplace Injuries, Illnesses, and Fatalities

Performance Goal	Indicator	Data Source	Comment
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3.1A

Reduce the number of mine fatalities and non-fatal injury rate to below the average number recorded for the previous 5 years.

Number of mine fatalities and non-fatal injuries reduced to below average number recorded for previous 5 years.

Mine Accident, Injury, Illness, Employment, and Coal Production System (30 Code of Federal Regulations Part 50 System).

Baseline: 5 year average.

MSHA has a significant database and collection system. MSHA relies on mine operators and contractors to comply with legal requirements to accurately and timely report injuries and accidents. The degree of compliance may be influenced by the number of audits conducted by MSHA inspectors.

3.1B

Reduce by 20% the percentage of coal dust and silica dust samples that are out of compliance, for coal mines and metal and nonmetal high-risk mining occupations, respectively.

Percentage of samples out of compliance with the respirable Coal Mine dust standard and reduce the percentage of samples taken among the highest risk occupations, that are out of compliance with Metal and Nonmetal Mine dust standard data

Coal Safety and Health Management Information System and Metal and Nonmetal Safety and Health Management Information System.

Coal dust baseline: 3,773 FY 1998 coal dust inspector samples, with 489 not in compliance.

Silica dust baseline: 12,855 1995-1997 silica dust samples for the 35 highest risk occupations with 2,769 not in compliance. Current year comparisons based on an equitable subset of total baseline samples.

3.1C

Reduce three of the most significant types of workplace injuries and causes of illnesses by 15%. (Listed Below).

Injuries and causes of illnesses listed in table are FY 2002 targets to be replaced in FY 2003.

3.1C

(Silica Exposure)

Percent change in average silica exposure severity. OSHA Integrated Management Information System (IMIS).

Baseline: 3.6 average silica exposure severity FY 1996. OSHA will measure average silica exposure in establishments where OSHA had silica-related intervention.

3.1C

(Lead Exposure)

Percent change in average lead exposure severity. OSHA Integrated Management Information System (IMIS).

Baseline: 3.0 average lead exposure severity FY 1995.

OSHA will measure average lead exposure in establishments where OSHA had lead-related interventions.

3.1C

(Amputations)

Percent change in rate of amputations. Bureau of Labor Statistics Annual Survey of Occupational Injury and Illness.

Baseline: 1.45 per 10,000 employees for CY 1993-1995.

A three-year moving average is used to reduce fluctuations in order to highlight trends in the performance measures.

3.1D

Reduce injuries and illnesses by 15% in five industries characterized by high-hazard workplaces.

Shipyard, food processing, nursing homes and logging: Percent change in lost workday injury/illness rates in industries per 100 full-time workers.

Construction: Percent change in lost workday injury rate per 100 full-time workers in the construction industry.

Bureau of Labor Statistics Annual Survey of Occupational Injuries and Illnesses (all industries).

Baseline: CY 1993-1995.

Shipyard: 13.4 average lost workday injury and illness rate per 100 full-time workers.

Food processing: 8.9 average lost workday injury and illness rate per 100 full-time workers
Nursing homes: 8.7 average lost workday injury and illness rate per 100 full-time workers.

Logging: 7.2 average lost workday injury and illness rate per 100 full-time workers.

Construction: 5.2 average lost workday injury rate per 100 full-time workers.

Industries listed in table are FY 2002 targets to be replaced in FY 2003.

A three-year moving average is used to reduce fluctuations in order to highlight trends in the performance measures.

3.1E

Reduce injuries and illnesses by 20% in at least 100,000 workplaces where OSHA initiates an intervention.

The number of workplaces where OSHA had an intervention and injury/illness rates have been reduced by 20%.

OSHA Data Initiative (ODI).

OSHA Integrated Management Information System (IMIS).

Bureau of Labor Statistics Annual Survey of Occupational Injuries and Illnesses .

Baseline: Will vary depending on when the intervention occurs; tracking began with FY 1995 interventions.

This goal will be completed in FY 2002.

3.1F

Decrease fatalities in the construction industry by 15%, by focusing on the four leading causes of fatalities (falls, struck-by, crushed-by, and electrocutions and electrical injuries).

Percent change in rate of fatalities in the construction industry.

BLS Census of Fatal Occupational Injuries.

Baseline: Rate of fatal occupational injuries: 14.5 per 100,000 workers for CY 1993-1995.

A three-year moving average is used to reduce fluctuations in order to highlight trends in the performance measures.

3.1G

Reduce work-related ergonomic injuries and illnesses by 15% in general industries.

Percent change in ergonomic injuries and illnesses in general industry.

BLS Annual Survey of Injuries and Illnesses.

Baseline: Calendar Year 1997.

OSHA plans to promulgate a final ergonomics standard in FY 2001.

3.1H

Reduce injuries and illnesses by 15% at work sites engaged in voluntary, cooperative relationships with OSHA.

Percent change in injury and illness rates at work sites engaged in voluntary, cooperative relationships with OSHA.

Special Study.

Baseline: Will vary depending on when the cooperative relationship begins.

Outcome Goal 3.2: Foster Equal Opportunity Workplaces

Performance Goal Indicator Data Source Comment

3.2A

Increase by 30% the number of federal contractors brought into compliance with the EEO provisions of federal contracts via compliance evaluation procedures.

Number of Federal contractors brought into compliance following a compliance evaluation , a compliance check, or a compliant investigation conducted by the Office of Federal Contract Compliance Programs (OFCCP).

Case Management System.

Baseline: FY 1999 actual: 2,648.

This goal is to increase the level of compliance as a result of OFCCP intervention through enforcement and compliance assistance efforts. (Goal and methodology to be reevaluated/ revised by the end of FY 2000.)

3.2B

To increase compliance with the EEO requirements among federal contractors, measure the effectiveness of OFCCP's education, technical assistance, and outreach efforts.

Number of federal contractors brought into compliance following education, technical assistance, and outreach efforts by the Office of Federal Contract Compliance Programs (OFCCP).

Case Management System; case file information; weekly reports.

Baseline: To be established in FY 2001.

Based upon changes in program effectiveness in FY 1998 and FY 1999, OFCCP has determined that its presence may have a preventative affect upon the universe of federal contractors. Therefore, OFCCP will increase compliance through our technical assistance, education, outreach, and voluntary compliance efforts to assist federal contractors in understanding the regulatory requirements for providing equal employment opportunity and affirmative action. (Goal and methodology to be reevaluated/ revised by the end of FY 2000.)

3.2C

Narrow the wage gap for protected groups within the federal contractor reporting community.

Narrow the wage gap between men and women within the federal contractor community.

Baseline: To be established in FY 2001.

Methodology to be determined by the end of FY 2000. Probable sources will be data from EO Survey, case file information, and BLS data.

3.2D

Review methods of administration submitted under Workforce Investment Act (WIA) for those state administered plans that have been fully approved by ETA and procedures for ensuring nondiscrimination in 4 national programs. Notify states and national programs of compliance or actions required to be in compliance with all civil rights laws and regulations.

Number of MOA's reviewed and approved all elements of the Methods of Administration required under Section 188 of the Workforce Investment Act (WIA).

Methods of Administration Agreement signed by the states and nationally administered programs.

Receipt of DOL Federal financial assistance dollars under WIA are contingent upon compliance with the nondiscrimination provisions in the Act. Each MOA agreement describes how the state and nationally administered programs will assure that the grant funds will be administered in accordance with the requirements contained under Section 188. Noncompliance can result in the withdrawal of grant funds.

Outcome Goal 3.3: Increase Availability and Effectiveness of Programs That Support a Greater Balance Between Work and Family

Performance Goal	Indicator	Data Source	Comment
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3.3A

By 2004, the number of states with registered child care apprenticeship programs will increase to 49 and the number of newly registered child care apprentices will increase cumulatively by 200% over FY 2000 baseline.

Number of states with apprenticeships for child care providers and the percent increase in newly registered apprentices.

Apprenticeship Information Management System (AIMS).

Outcome Goal 3.4: Reduce Exploitation of Child Labor and Address Core International Labor Standards Issues

Performance Goal	Indicator	Data Source	Comment
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3.4A

Reduce exploitative child labor by promoting international efforts and targeting focused initiatives in selected countries

* 100 countries will ratify International Labor Organization (ILO) Convention 182 on Worst Forms of Child Labor.

- * 80 countries will establish National Action Plans.
- * 500,000 children in developing countries will be targeted for prevention and or removal from exploitative work.
- * 250,000 children in developing countries will be prevented and/or removed from exploitative work

ILO reports and DOL/ILAB Reports.

Achievement of performance goal depends upon other countries agreeing to participate in IPEC.

3.4B

Advance workers' protections and workplace safety in nations of the developing world.

- * 35 countries receive US financial support and commit to core labor standards.
- * Five initiatives to effect policy changes in other nations will yield judicial, legal, or significant policy decisions which improve core labor standards.
- * 30 project countries commit with USA/DOL assistance make substantive improvements in social safety programs that protect workers and develop labor markets.

ILO Reports as well as reports from other government and nongovernment organizations.

Achievement of performance goal depends upon other countries agreeing to establish and implement IPEC projects to be funded.

Maintaining a Departmental Strategic Management Focus

Performance Goal	Indicator	Data Source	Comment
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FM1

Produce annual financial statements that receive clean audit opinions.

Percentage of the 22 financial systems in the Department in compliance with the Acts.

OIG audit opinion in the DOL Annual Report on Performance and Accountability to be issued in March 2001.

FM2

DOL meets all new accounting standards issued by the Federal Accounting Systems Advisory Board (FASAB) including the Managerial Cost Accounting Standard.

Percentage of FASAB standards met.

OIG audit opinion in the DOL Annual Report on Performance and Accountability to be issued in March 2001.

IT1 Increase integration of DOL IT systems and extend access to automated services.

- a) Implement a common office automation suite of software DOL-wide.
- b) Percent of DOL employee-initiated training requests processed electronically (target is 80%).
- c) Percent of DOL manager-initiated personnel actions processed electronically (target is 80%).
- d) Percent of DOL-wide distributed documents available through LaborNet (target is 100%).
- e) LaborNet usage and customer feedback.

a) Agency IT systems.

b) Personnel Action Reports.

c) Personnel Action Reports.

d) Items posted on LaborNet.

e) LaborNet's usage tracking system.

HR1

Recruit, develop, and retain a highly competent and diverse workforce to support the accomplishment of the DOL mission through innovative recruitment strategies, convenient and appealing lifelong learning programs and services, and a wide variety of "model workplace" initiatives to enhance morale and retention rates.

- a) The rate of managers' satisfaction with the diversity and quality of the applicants referred for their vacancies.
- b) An annual 20% increase utilization of career assistance and continuous learning programs and services.
- c) An annual 2% reduction in third party litigation via use of ADR.
- d) An annual 10% increase in usage of model workplace programs and services.
- e) Increased usage of services provided by Central Office for Assistive Services and Technology.

- a) Applicant background questionnaire-tracking system =F9 representation rates from HR data base.
- b) Managerial feedback obtained by survey and focus groups.
- c) Tracking systems for utilization of programs and services of the Continuous Learning and Career Management Center and the WorkLife Center.
- d) Tracking system for the Labor-Management Relations Center.
- e) COAST's tracking system of services and technical assistance provided.

HR 2

Assure safe, healthful workplace for DOL employees and Job Corps students by reducing the rate of occurrence for lost time accidents, injuries, and illnesses and reducing the rate of lost production days.

- a) Percent decrease in total case rate of illnesses, accidents, & injuries (target is 3%).
- b) Percent increase in timeliness of reporting new injuries (target is 5%).
- c) Percent decrease in rate of lost production days (target is 2%).
- d) Percentage decrease in total case rate for Job Corps students (target is 3%).

- a) OWCP Table 2 Reports and personnel

data from DOL's Office of Budget.

- b) OWCP time-lag reports for federal agencies for submission of claims forms CA-1 and CA-2 within 10 working days or 14 calendar days.
- c) OWCP Charge back system data.
- d) SHIMS data for Job Corps and Job Corps on-board-strength data.

HR3

Completereviews of the thirteen DOL components to verify that DOL components have procedures in place to meet the requirements of applicable civil rights laws.

Number of agencies reviewed that have in place all requirements

outlined under 29 CFR 1614, Secretary's Order 3-96, and related statutes.

Civil Rights Center Methods of Administration Evaluation Instrument.

(Components to be reviewed in FY 2001 to FY 2004 are: WH, OFCCP, OLMS, BLS, ETA, OSHA, MSHA, SOL, OASAM, OSEC (immediate office of the Secretary.)

Appendix C: Relationship of Budget Activities to Strategic Goals

A Prepared Workforce
A Secure Workforce
Quality Workplaces

ETA

Training & Employment Services

- * Adult employment and training assistance
- * Youth activities
- * School-to-work opportunities
- * Job Corps
- * Native Americans
- * Migrant and seasonal farm workers
- * Veterans workforce investment programs
- * National programs

Welfare-To-Work

- * Formula grants
- * Competitive grants
- * Performance grants

Employment Service

- * Allotments to States
- * Reemployment services grants
- * National Activities
- * One-Stop Career Centers
- * Work Incentive assistance grants

Program Administration

- * Adult employment and training
- * Youth employment and training
- * Apprenticeship services
- * Welfare to Work

- * Employment Security
- * Executive Direction

Community Service Employment for Older Americans

- * National programs
- * State programs

ETA

Training & Employment Services

- * Dislocated worker employment and training activities

Federal Unemployment Benefits and Allowances

- * Trade Adjustment Assistance benefits
- * Trade Adjustment Assistance training
- * NAFTA adjustment assistance benefits
- * NAFTA adjustment assistance training

Unemployment Insurance

- * State Administration
- * National Activities
- * Wage record initiative
- * Contingency

Program Administration

- * Employment Security
- * Adult employment and training
- * Executive Direction

Unemployment Trust Fund

- * Federal-State unemployment insurance

PWBA

- * Enforcement and compliance
- * Policy, regulations, and public services
- * Program oversight

ETA

Program Administration

- * Apprenticeship services
- * Adult employment and training
- * National activities
- * Executive Direction

ESA

- * Federal contractor EEO standards enforcement
- * Program direction and support

OSHA

- * Safety and health standards
- * Federal enforcement
- * State programs
- * Technical support
- * Federal compliance assistance
- * State consultation grants
- * Safety and health statistics
- * Executive direction and administration

MSHA

- * Enforcement
- * Assessments
- * Education policy and development
- * Technical support
- * Program administration

VETS

- * Disabled veterans outreach program
- * Local veterans employment services
- * Administration
- * National Veteran's Training Institute

BLS

- * Labor force statistics
- * Prices and cost of living
- * Compensation and working conditions
- * Productivity and technology
- * Employment projections
- * Executive direction
- * CPI revision

DEPARTMENTAL MANAGEMENT

- * Program direction and support
- * Legal services (SOL)
- * Administration and management (OASAM)
- * Adjudication
- * Promoting employment of people with disabilities
- * Women's Bureau (WB)
- * Chief Financial Officer (OCFO)

Office of Inspector General

- * Audit
- * Program fraud
- * Labor racketeering
- * Special evaluations and inspections of program activities

PBGC

- * Single-employer program
- * Multi-employer program
- * Administrative expenses
- * Services related to terminations

ESA

- * Enforcement of wage hour standards
- * Federal programs for workers' compensation
- * Program direction and support
- * Labor-management standards

DEPARTMENTAL MANAGEMENT

- * Program direction and support
- * Legal services (SOL)
- * Administration and management (OASAM)
- * Adjudication
- * Promoting employment of people with disabilities
- * Women's Bureau (WB)
- * Chief Financial Officer (OCFO)

Office of Inspector General

- * Audit
- * Program fraud
- * Labor racketeering
- * Special evaluations and inspections of program activities

DEPARTMENTAL MANAGEMENT

- * Program direction and support
- * Legal services (SOL)
- * International labor affairs (ILAB)
- * Administration and management (OASAM)
- * Adjudication
- * Promoting employment of people with disabilities
- * Women's Bureau (WB)
- * Civil rights
- * Chief Financial Officer (OCFO)

Office of Inspector General

- * Audit

- * Program fraud
- * Labor racketeering
- * Special evaluations and inspections of program activities

Appendix D: Cross-walk of Congressional Committees to Strategic Goals

Congressional Committee

Goal 1:

A Prepared Workforce

Goal 2:

A Secure Workforce

Goal 3:

Quality Workplaces

Departmental

Management Goals

Senate Government Affairs Committee	X	X	X	X
House Government Reform and Oversight Committee	X	X	X	
	X			
Senate Labor and Human Resources Committee	X	X	X	X
House Education and Workforce Committee	X	X	X	X
House Appropriations Subcommittee for Labor, Health and Human Services	X	X	X	X
Senate Appropriations Subcommittee for Labor, Health and Human Services	X	X	X	X
House Budget Committee	X	X	X	X
Senate Budget Committee	X	X	X	X
Joint Economic Committee	X	X	X	X
Senate Indian Affairs Committee	X			
House Ways and Means Committee	X	X		
Senate Finance Committee	X	X		

House Veteran's Affairs Committee	X	X	X
Senate Veteran's Affairs Committee	X	X	X
House Small Business Committee	X	X	
House Resources Committee	X		
Senate Small Business Committee	X	X	
Senate Environment and Public Works Committee			X

Appendix E: List of Acronyms

AARP	American Association of Retired Persons
AICPA	American Institute of Certified Public Accountants
AIMS	Bureau of Apprenticeship's Information Management System
AJB	America's Job Bank
ALMIS	America's Labor Market Information System
AOA	Agency on Aging
APEC	Asia-Pacific Economic Cooperation
AQS	Agency Query System
ASP	Assistant Secretary for Policy
ATB	America's Talent Bank
BLS	Bureau of Labor Statistics
CE	Consumer Expenditure Survey
CET	Center for Employment Training
CFR	Code of Federal Regulations
CMS	Case Management System
COBRA	Consolidated Omnibus Budget Reconciliation Act
CPA	Certified Public Accountant

CPI Consumer Price Index

CPIB Consumer Price Index Board

CPI-I Consumer Price Index Improvement

CPI-R Consumer Price Index Revision

CRC Civil Rights Center

CTIS Case Tracking Information System

CTS Casework Tracking System

DOD U.S. Department of Defense

DOI U.S. Department of Interior

DOJ U.S. Department of Justice

DOL U.S. Department of Labor

DOLAR\$ Department of Labor Accounting and Related Systems

DOL-NCFL Federal Labor Lodges Department of Labor's National Council of

DOT U.S. Department of Transportation

DVOP Disabled Veterans' Outreach Program

EB Extended Benefits

ECI Employment Cost Index

ED U.S. Department of Education

EEO Equal Employment Opportunities

EEOC Equal Employment Opportunity Commission

EFT Electronic Funds Transfer

ELAWS Employment Laws Assistance for Workers and Small Businesses

EMS Enforcement Management System

EPIC Exemplary Public Interest Contribution Award

ERISA Employee Retirement Income Security Act

ES U.S. Employment Service

ESA	Employment Standards Administration
ETA	Employment and Training Administration
EVE	Exemplary Voluntary Efforts Program
FBI	Federal Bureau of Investigation
FECA	Federal Employees' Compensation Act
FEMIA	Federal Financial Management Improvement Act
FERSA	Federal Employee Retirement Security Act
FFMIA	Federal Financial Management Improvement Act
FM	Financial Management
FMFIA	Federal Management Financial Integrity Act
FMLA	Family and Medical Leave Act
FY	Fiscal Year
GAO	General Accounting Office
GDP	Gross Domestic Product
GED	General Education Diploma
GMRA	Government Management Reform Act
GPRA	Government Performance and Results Act
GSA	General Services Administration
GSP	Generalized System of Preferences
HHS	U.S. Department of Health and Human Services
HIPAA Act	Health Insurance Portability and Accountability Act
HR	Human Resources
HUD	U.S. Department of Housing and Urban Development
HVRP	Homeless Veterans Reintegration Project
ICSP	Interagency Council on Statistical Policy
IFIs	International Financial Institutions

ILAB Bureau of International Labor Affairs

ILO International Labor Organization

IMIS Integrated Management Information System

INS Immigration and Naturalization Service

IPAs Interagency Personnel Arrangements

IPEC International Program on the Elimination of Child Labor

IRS Internal Revenue Service

IT Information Technology

JOLTS Job Openings and Labor Turnover Survey

JTPA Job Training Partnership Act

LABSTAT Public access Web site for Labor Statistics

LMI Labor Market Information

LMRDA Labor-Management Reporting and Disclosure Act

LVER Local Veterans' Employment Representative

MOA Methods of Administration

MOU Memorandum of Understanding

MRC Management Review Council

MSHA Mine Safety and Health Administration

NAALC North American Agreement on Labor Cooperation

NAFTA North American Free Trade Agreement

NAICS North American Industry Classification System

NASA/WREI National Aeronautics and Space Administration/Women's Research,

NCOA The National Council on the Aging, Inc.

NIOSH National Institute for Occupational Safety and Health

NIST National Institute of Standards and Technology

NORA National Occupational Research Agenda

NSF National Science Foundation

NSOL National Solicitor of Labor

NSSB National Skills Standards Board

OA Outreach and Admissions

OASAM Office of the Assistant Secretary for
Administration and Management

OATELS Office of Apprenticeship Training, Employer
and Labor Services

OCFO Office of the Chief Financial Officer

OECD Organization for Economic Cooperation and
Development

OEIS ESA-OFCCP Execution Information System

OFCCP Office of Federal Contract Compliance Programs

OIG Office of the Inspector General

OLMS Office of Labor-Management Standards

OMB Office of Management and Budget

OMS Outcome Measurement System

O*NET Occupational Information Network

OPIC Overseas Private Investment Corporation

OPM Office of Personnel Management

OPTMS OSHA Performance Tracking and Measurement
System

OSBP Office of Small Business Programs

OSHA Occupational Safety and Health Administration

OTAA Office of Trade Adjustment Assistance

OWCP Office of Workers' Compensation Programs

PBGC Pension Benefit Guaranty Corporation

PEPNET "Promising and Effective Practices Network"

PPI Producer Price Index

PRISM Participant Records Information System
Management

PWBA Pension and Welfare Benefits Administration

PY Program Year

QOP Quantum Opportunity Program

SBA Small Business Administration

SBDC Small Business Development Center

SBREFA Small Business Regulatory Enforcement Fairness
Act

SESA State Employment Security Agency

SHC Safety and Health Center

SIC Standard Industrial Classification

SIMPOC Statistical Information and Monitoring
Programme on Child Labor

SOL Office of the Solicitor

SPIR Standardized Program Information Report

SSA Social Security Administration

STW School-to-Work

SYETP Summer Youth Employment and Training Program

TAA Trade Adjustment Assistance

TAA/NAFTA Trade Adjustment Assistance and North
American Free Trade Agreement

TANF Temporary Assistance for Needy Families

TRB Technical Review Board

TUR Total Unemployment Rate

UI Unemployment Insurance

UN/CSW United Nations/Commission on the Status of
Women

USAID U. S. Agency for International Development

USDA U.S. Department of Agriculture

USG U. S. Government
UTRI Urban Technical Resources Initiative
VA U.S. Department of Veterans Affairs
VETS Veterans' Employment and Training Service
VPP Voluntary Protection Program
VR&C Vocational Rehabilitation and Counseling
WB Women's Bureau
WDS Workforce Development System
WEB The Workforce Excellence Board
WHD Wage and Hour Division
WHISARD Wage Hour Investigator Support and Reporting
Database
WHMIS Wage and Hour Management Information System
WIA Workforce Investment Act
WIASR Workforce Investment Act Standardized Record
WIBs Workforce Investment Boards
WISER Women's Institute for Secure Retirement
WOTC Work Opportunity Tax Credit
WtW Welfare-to-Work

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4. White House Fact Sheet: The Clinton Administration: Promoting Human Rights - U.S. Newswire

SUDAN

5. US Diplomat To Be Expelled From Sudan - Foreign Min - Dow Jones
6. Sudan says uncovers plot involving U.S. diplomat - Reuters
7. Seven Arrested in Sudan at Meeting With US Diplomat, AFP Says - Bloomberg News
8. EU offers Sudan 15 million euros for relief development - AFP
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11. UN, OAU Won't Send Observers to Ivory Coast Election, AFP Says - Bloomberg News
12. Troubled anniversary in Ivory Coast, peace moves - Reuters

ROMANIA

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14. Quiet Election Campaign in Romania - AP

Dawn (Pakistan)
06 December 2000

Blasphemy Law may be modified
By Irfan Raza

ISLAMABAD, Dec 5: The government is considering the introduction of a provision in the Blasphemy Law, which would make it more easier to award punishment to those who file fake blasphemy cases.

This was disclosed by the federal minister for minorities, Dr Ghazi, on Tuesday, during his meeting with a two-member delegation of the

International Commission on Religious Freedom (ICRF), a US-based organization.

The delegation led by Jorge Irani held a detailed discussion with the minister on different issues like the Islamic banking system, the joint electorate system, the Blasphemy Law as well as exchanging views on the rights of minorities in Pakistan.

Dr Ghazi said that the Blasphemy Law also ensured the protection of non-Muslims and the government was quite alert to check any misuse of the law. "In this connection, the government is considering to make a provision for taking stern action against those who file a fake blasphemy case," he added.

The minister said the Blasphemy Law was not meant to take action against any minority but it was aimed at safeguarding the sanctity of Islam and the sanctity of Holy Prophet Muhammad (Peace be upon him).

However, the minister expressed his reservations over the attitude of the West regarding the blasphemy of Islam and the Holy Prophet, adding that Tasleema Nasreen, a Bangladeshi writer who had written against Islam and the Holy Prophet (PBUH) in her book, was offered a visa as well as US \$10,000.

Responding to a demand of the delegation regarding the restoration of the joint electorate system in Pakistan and the holding of local bodies elections under the same system, the minister said the "Separate Electorate System" guaranteed the rights of the minorities more than the joint electorate system.

Talking about Islamization in the banking system of the country, Dr, Ghazi informed the delegation that the Islamic banking system was being implemented successfully in many countries and Pakistan was also working on it.

"Under the directives of the Supreme Court, the government has started work on implementing the system as soon as possible but its practical implication will take time," the minister added.

He informed the office bearers of the ICRF that minorities in Pakistan enjoyed equal rights under the constitution of the Pakistan.

, The DAWN Group of Newspapers, 2000

Reuters
Dec. 6, 2000

Clinton gives awards to Myanmar's Suu Kyi, others [incl. Archbishop McCarrick]
By Arshad Mohammed

WASHINGTON, Dec 6 (Reuters) - President Bill Clinton awarded the Presidential Medal of Freedom, the highest U.S. civilian honor, to Myanmar

opposition leader Aung San Suu Kyi on Wednesday for her work to promote democracy through dialogue.

The 1991 Nobel Peace Prize winner is under de facto house arrest imposed by Myanmar's military rulers, who prevented her National League for Democracy (NLD) from taking power after its 1990 landslide victory in the country's last general election.

Clinton gave a powerful statement of support for the people of Myanmar, formerly known as Burma, in their peaceful struggle to restore democracy to the country at a ceremony where he paid homage to Suu Kyi.

"This medal stands for our determination to help them see a better day," he added at a White House ceremony where he gave the medal to Suu Kyi's son, Alexander Aris, and presented the Eleanor Roosevelt Human Rights award to five Americans.

"The only weapons the Burmese people have are words, reason and the example of this astonishing, brave woman," he said. "Let us add our voices to their peaceful arsenal ... using every instrument of influence to support Aung San Suu Kyi's quest for democracy through dialogue."

"ASTONISHING, BRAVE WOMAN"

"The woman we honor today should know America will always be a friend to freedom in Burma, a friend for as long as it takes to reach the goal for which she has sacrificed so very much," he added.

Clinton placed special emphasis on the fact that Suu Kyi had only advocated peaceful means against Myanmar's military rulers, who have confined her to her home with all diplomatic access barred and her telephone line cut for over two months.

"She has seen her supporters beaten, tortured and killed, yet she has never responded to hatred and violence in kind. All she has ever asked for is peaceful dialogue," he said.

Clinton also gently rebuked Myanmar's military rulers, who have largely dominated the country since it gained independence from Britain, for refusing to accept the 1990 election and insisting that the country is not ready for democracy.

"Those who rule Burma should know that they can regain their place in the world only when they regain the trust of their own people and respect their chosen leaders," he said.

In what appeared to be an effort to burnish his legacy as he enters the final days of his presidency, Clinton also gave a defense of his administration's human rights policy.

"We stood up for civil rights and against discrimination at home and abroad and made it clear that America cannot simply stand by when human rights are trampled," he said.

FIVE OTHERS HONORED

Clinton also presented the Eleanor Roosevelt Human Rights Award, created in 1998 to honor those who demonstrated the former first lady's devotion to human rights, to five people:

- Tillie Black Bear of Missouri, South Dakota, a survivor of domestic violence who set up the first shelter for battered women on an American Indian reservation;
- Frederick Charles Cuny of Austin, Texas, an intrepid man who received the award posthumously for aiding civilian victims of conflict in more than 50 countries; Cuny's exploits included smuggling water treatment equipment into Bosnia "under snipers' noses" before his death in Chechnya five years ago;
- Norman Dorsen of New York, a lawyer who played a key role defending civil liberties during the hearings that led to the downfall of former U.S. Sen. Joseph McCarthy, a Wisconsin Republican who led a witch hunt for suspected communists in the U.S. government during the 1950s;
- Elaine Jones, a longtime lawyer with the NAACP (National Association for the Advancement of Colored People) Legal Defense and Education Fund who helped pass landmark civil rights legislation;
- and Archbishop Theodore Edgar McCarrick, who was named the new Roman Catholic archbishop of Washington last month and who has worked to help the poor, promote religious freedom and provide debt relief to developing nations.

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Associated Press
Dec. 6, 2000

Clinton Issues Medal of Freedom
By JESSE J. HOLLAND
.c The Associated Press

WASHINGTON (AP) - The United States gave its highest civilian honor Wednesday to a pro-democracy leader and Nobel Peace Prize winner from Myanmar unable to accept the award because she is under house arrest.

"The person we honor cannot be with us," President Clinton said before presenting the Presidential Medal of Freedom to Aung San Suu Kyi's son, Alexander Aris.

"In fact, she doesn't even know we're here today, thinking of her and her struggle in her country. She sits confined as we speak here in her home in Rangoon unable to speak to the people of the world, but her struggle continues and her spirit still inspires us."

The recognition for Suu Kyi, leader of opposition National League for Democracy, came as Clinton commemorated Human Rights Day, which is on Sunday.

She has been under house arrest by the military regime in Myanmar - also known as Burma - since September because of her struggle for democracy. Suu Kyi has been held virtually incommunicado and allowed visits only by close relatives.

Clinton also gave the Eleanor Roosevelt Award for Human Rights to five Americans:

Tillie Black Bear of South Dakota, who established one of the first shelters for battered women on an Indian reservation.

Frederick Charles Cuny of Texas, who spent almost 30 years working to help civilian victims of conflict and died in Chechnya during one of his mercy missions.

Norman Dorsen of New York, who dedicated 50 years of his life to promoting civil rights.

Elaine R. Jones of New York, who spent 25 years in the NAACP Defense and Education Fund.

Archbishop Theodore E. McCarrick, who was recently named leader of the 510,000 Roman Catholics who live in the District of Columbia and southeastern Maryland.

"These five Americans have made our nation and the world a better place," Clinton said. "May they continue to inspire and guide us all for years to come."

Eleanor Roosevelt was the driving force behind the United Nations' adoption of the Universal Declaration of Human Rights, said Clinton, who has given the awards since 1998.

The Medal of Freedom, the nation's highest civilian award, was established by President Truman as a wartime honor. President Kennedy reintroduced it as way to honor civilian service.

Clinton said Suu Kyi is deserving of the award because of the example she has set while trying to bring democracy to her country.

"She has seen her supporters beaten, tortured and killed, yet she has never responded to hatred and violence in kind," he said. "She has been treated without mercy, yet she has preached forgiveness, promising that in a democratic Burma there will be no retribution and nothing by honor and respect for the military."

Her latest dispute with the military government began Aug. 24, when Suu Kyi tried to drive out of Yangon, also called Rangoon. Stopped by authorities, she spent nine days camping on the roadside, then was forcibly brought back

to the capital. Her ordeal brought worldwide sympathy and harsh Western criticism of the military junta.

Suu Kyi won the Nobel Prize in 1991 for her peaceful struggle for democracy against the military regime in Myanmar. The military had overturned her party's resounding victory in general elections.

Clinton also mentioned the still-unresolved U.S. presidential election when he recognized Rep. John Lewis, D-Ga., a past recipient of the human rights award. Clinton said he has a picture of Lewis being beaten in Selma, Ala., in 1965 when white law enforcement officers used tear gas and nightsticks against blacks in a voting rights march.

Clinton noted a recent newspaper commentary Lewis wrote that pointed out that the ``right to vote includes not only the right to cast a vote, but the right to have it counted."

AP-NY-12-06-00 1601EST

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U.S. Newswire
Dec. 6, 2000

White House Fact Sheet: The Clinton Administration: Promoting Human Rights

WASHINGTON, Dec. 6 /U.S. Newswire/ -- The following fact sheet was released today by the White House:

Promoting human rights at home and abroad has been a central policy objective of the Clinton Administration. President Clinton's leadership has contributed to the growth of democracy and human rights worldwide.

The Clinton Administration:

Led the successful international effort to create the Office of the United Nations High Commissioner for Human Rights.

Issued an Executive Order strengthening implementation of human rights treaties, signed into law the Torture Victims Relief Act, and substantially increased our annual contribution to the United Nations fund for torture victims.

Helped secure China's signature of the International Covenants on Civil and Political Rights and Economic, Social and Cultural Rights and vigorously pressed for progress on prisoner releases, political rights, religious freedom and the rule of law in the PRC.

Cosponsored resolutions at the United Nations Human Rights Commission calling on China, Cuba, Russia, Sudan, Iran, Iraq and the countries of the former Yugoslavia, among others, to improve human rights practices.

Advancing Democracy Worldwide

Led effort on the Dayton Agreement to end the war in Bosnia, led a successful multilateral effort to reverse the 'ethnic cleansing' in Kosovo, and successfully aided the Serbian democratic movement in bringing an end to the regime of Slobodan Milosevic.

Pressed for and consistently supported the democratic transition in Indonesia, as well as East Timor's historic move toward independence.

Led an international coalition to restore the elected Government of Haiti and promoted free and fair elections throughout the Americas where every country but one -- Cuba -- is now democratic.

Supported peace and the disarmament processes, provided support for free and fair elections, and gave critical assistance to historic democratic transformations.

Continues to aid democracy advocates and pressure authoritarian governments around the world.

Co-founded the Community of Democracies, a global alliance of democratic nations.

Bringing War Criminals to Justice

Led the effort to establish and is the biggest contributor to the International Criminal Tribunals for the Former Yugoslavia and Rwanda. Appointed the first Ambassador-at-Large for War Crimes Issues and established an early warning system to focus intelligence resources on and alert policy makers to situations that could potentially lead to genocide or mass atrocities.

Supporting Labor Rights and the Most Vulnerable Victims of Abuses

Worked with corporations and non-governmental organizations through the "No Sweat Initiative" to develop voluntary ethical codes of conduct to prevent the importation of products made in sweatshop conditions.

Worked to combat child labor by contributing \$30 million annually to the International Labor Organization's International Program on the Elimination of Child Labor.

Signed and ratified the International Labor Organization Convention on the Elimination of the Worst Forms of Child Labor in December 1999. President Clinton signed the Optional Protocol on the Involvement of Children in Armed Combat in June 2000.

Led a concerted effort to combat trafficking in women and children.

Proposed and successfully negotiated a UN protocol to combat trafficking in persons, to be signed next week, which, for the first time, will require countries to criminalize trafficking and will provide a framework for enhanced protection of and assistance to victims. The President also signed into law the Victims of Trafficking and Violence Protection Act of

2000.

Promoting Religious Freedom Abroad

Made religious freedom an integral part of its foreign policy, including by appointing the first-ever Advisory Committee on Religious Freedom Abroad.

Signed the International Religious Freedom Act, codifying many of the additional steps the Clinton Administration had taken on religious freedom, including the appointment the first Ambassador-at-Large for International Religious Freedom.

Expanded reporting on the religious freedom in every country and designated Afghanistan, Burma, China, Iran, Iraq, Sudan and the Milosevic regime in Serbia as countries of particular concern for having engaged in or tolerated particularly severe violations of religious freedom.

Assisting refugees

Assisted international refugees by reforming the asylum adjudication process, resulting in more expeditious granting of meritorious claims and fewer fraudulent ones.

Advocated immigration legislation that addressed the circumstances of asylum seekers with longstanding ties to the United States from Central America (Nicaraguan and Central American Relief Act of 1997) and Haiti (Haitian Refugee Immigration Fairness Act of 1998), and then promulgated regulations to ameliorate disparities among nationalities covered by NCARA.

Issued new guidelines for the adjudication of asylum claims by women and children and adopted comprehensive procedures to claimants from being returned to face torture. In addition, the United States has enhanced the rescue component of its refugee resettlement program, including increased resettlement efforts for refugees from Africa and the Near East, and continues to be the world's most generous haven for refugees.

Promoting Human Rights at Home

Fought for and won passage of the Hate Crimes Sentencing Enhancement Act, which proposed to increase penalties for hate crime as part of the 1994 Crime Bill.

Worked to end racial profiling by directing cabinet agencies to collect data on the race, ethnicity and gender of individuals subject to certain stops by federal law enforcement to help determine where and when racial profiling occurs.

Signed into law in 1994 the Violence Against Women Act (VAWA), landmark legislation to combat violence against women, and this year, worked closely with Congress to reauthorize it.

Fought to protect the rights of all Americans, increasing funding for civil rights enforcement from \$47 million in 1992 to \$82 million in 2000.

Ordered a comprehensive review of federal affirmative action programs, which concluded that affirmative action is still an effective and important tool to expand educational and economic opportunity to all Americans.

Focused the nation's attention and resources to help stop the rash of church burnings across the country, creating the National Church Arson Task Force in 1995 to investigate these crimes, prosecute those responsible and speed the rebuilding process.

Took action to ensure fairness and equal participation in American society for legal immigrants. In 1997 and 1998, restored disability, health and nutritional benefits for certain legal immigrants.

KEYWORDS:

WHITE HOUSE

Contact: White House Press Office, 202-456-2580

Dow Jones Newswires
December 7, 2000

US Diplomat To Be Expelled From Sudan - Foreign Min
Dow Jones Newswires

KHARTOUM, Sudan (AP)--Sudan decided Thursday to expel a U.S. diplomat who had been briefly detained after he was found at a meeting of seven Sudanese opposition leaders accused of subversion, the foreign minister said.

Foreign Minister Mustafa Osman Ismail said that Glenn Warren, a political officer, has 72 hours to leave the country.

"The American diplomat was caught in a meeting with leaders of non-registered political organizations and (he) was discussing with them issues related to Sudanese security and stability," Ismail said.

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Reuters
Dec. 7, 2000

Sudan says uncovers plot involving U.S. diplomat

KHARTOUM, Dec 7 (Reuters) - Sudan has arrested seven opposition figures accused of plotting an armed uprising with a U.S. diplomat, a government newspaper reported on Thursday.

"The security authorities have arrested a group of the leadership of the National Democratic Alliance (NDA) during a meeting attended by the political official in the American Embassy in Khartoum, who were plotting an internal uprising supported by armed action," Al-Anbaa said.

U.S. diplomats could not immediately be reached for comment.

The daily said the group was found in possession of a plan on how to support the rebel Sudan People's Liberation Army (SPLA) waging a 17-year-old autonomy struggle in the south.

The SPLA is loosely linked with northern opposition parties in the NDA, some of whose members are in Sudan.

Al-Anbaa said the group planned to pass information to the SPLA to enable it to "strike and seize towns and sabotage installations with American backing and support."

The newspaper said the U.S. diplomat was not detained, but security authorities were interrogating the rest of the group.

It identified them as Ali al-Sayed, a lawyer and a member of the Democratic Unionist Party; Mohamed Suleiman, a trade unionist; Joseph Ukel, NDA secretary-general inside Sudan; Al-Tigani Mustafa; Mohamed Mahjoub; Mohamed Widallah, a representative of the Baath party; and Jimmy Wongo, a member of the Union of Sudan African Parties.

It did not name the U.S. diplomat, but the privately-owned Akhbar al-Youm identified him as a political officer.

Al-Anbaa said the group was seized on Wednesday night at a house in al-Amarat, a wealthy suburb of Khartoum.

Relations between Sudan and the United States have been more than usually frosty since the U.S. Assistant Secretary of State Susan Rice visited rebel-held areas without a visa last month.

This week Sudan's Islamist government lodged a fiercely worded complaint with U.N. Secretary-General Kofi Annan over the visit, in which Rice drew attention to the controversial issue of slavery in Africa's biggest country.

07:43 12-07-00

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Bloomberg News
Dec. 7, 2000

Seven Arrested in Sudan at Meeting With US Diplomat, AFP Says

Khartoum, Sudan, Dec. 7 (Bloomberg) -- Sudanese authorities arrested seven opposition members while they were meeting with a U.S. diplomat and charged them with plotting a U.S.-backed uprising, Agence France-Presse reported, citing a Sudanese state security statement.

U.S. embassy political officer Glenn Warren wasn't arrested because he has diplomatic immunity. The others were held during a meeting Wednesday in the

capital, Khartoum, AFP said.

The National Democratic Alliance members are accused of plotting ``a popular uprising backed by a military action and of passing information over to the rebel movement to help it occupy cities and destroy installations with assistance by the U.S.," the statement said, according to AFP.

Africa's largest nation is divided by a 17-year civil war between the Islamic government in Khartoum and rebels in the south. The NDA is the umbrella organization for northern groups that began supporting the rebels five years ago.

An unidentified Sudanese paper reported the security forces seizing the minutes of the meeting, including questions by Warren on the likelihood of a military coup, AFP said.

U.S. missiles struck sites allegedly producing chemical weapons in Sudan following the bombing of U.S. embassies in Kenya and Tanzania in 1998.

The southern rebel group, the Sudan People's Liberation Army, has been fighting for autonomy in the mainly Christian and animist black African south since 1983. Muslim Arabs from the north have formed the foundation of successive military governments since independence from the U.K. in 1956.

By some estimates, more than 1.5 million people have died in the civil war or war-related famine in Sudan. Millions of others have been displaced.

(AFP 12/7)

Dec/07/2000 9:08 ET

Agence France-Presse
December 06, 2000 at 19:15:41: EST (-5 GMT)

EU offers Sudan 15 million euros for relief development

KHARTOUM, Dec 6 (AFP) - The European Union pledged 15 million euros (13.2 million dollars) to Sudan on Wednesday for humanitarian and developmental programmes, the two sides announced here in a joint declaration.

The pledge followed a year of dialogue between Sudan and the EU on issues such as human rights, democracy, terrorism and foreign relations, aimed at normalising relations between the two sides.

Sudan and the EU delegation, headed by Director of African Affairs in the French Foreign Ministry Catherine Boivineau, said they had agreed to continue the dialogue for another year.

The 15 million euros have been offered for unspecified "rehabilitation" projects on an unconditional basis.

The EU said it was willing to reconsider financing programmes related to enhancement and protection of human rights and democracy.

The Sudanese side of the dialogue was headed by Foreign Under Secretary Awad al-Karim Fadlullah.

Agence France-Presse
December 06, 2000 at 12:31:30: EST (-5 GMT)

Khartoum accuses US of recruiting Sudanese children for Marines

KHARTOUM, Dec 6 (AFP) - Khartoum's top diplomat accused the United States of planning to recruit thousands of Sudanese children into the US Marine Corps from a refugee camp in Kenya, in remarks published Wednesday.

Sudanese Foreign Minister Mustafa Ismail was quoted by independent Al-Rai Al-Aam daily as saying his ministry had learnt that the US wants to recruit 3,800 Sudanese children from Kakoma refugee camp in north Kenya as Marines.

The children were reportedly being moved from Kenya for resettlement in the United States, in collaboration with the United Nations High Commissioner for Refugees (UNHCR).

But Ismail said: "Preliminary information obtained by the (foreign ministry's) fact-finding committee indicates that the purpose of the transportation was not resettlement as alleged by Washington."

He added that the committee would continue investigating the matter with a view to "taking the necessary action towards the American behavior."

DPA
December 06, 2000 at 12:28:35: EST (-5 GMT)

OAU team arrives to observe Sudanese elections

Khartoum (dpa) - An eight-man observer team from the Organisation of African Unity (OAU) arrived in the Sudanese capital Wednesday to monitor the controversial presidential and parliamentary elections scheduled to start on December 11.

The team is led by Ambassador Pascal Gayama, former assistant secretary general of the OAU.

The OAU observers will remain in Sudan until after December 20 when the elections are scheduled to end. The results will be declared in February.

The elections are being boycotted by all the main opposition parties on the grounds that the political situation does not allow for fair and democratic polls.

A state of emergency remains in force and critics say laws restricting the holding of public rallies are being used to intimidate opposition parties.

The opposition alliance has asked the supreme court to postpone the polling. Parliament was dissolved a year ago by President Omar Bashir.

The United Nations and the Organisation of Islamic conference have notified the the Sudanese General Election Authority that they will not participate in election monitoring.

Bloomberg News
Dec. 6, 2000

UN, OAU Won't Send Observers to Ivory Coast Election, AFP Says

Addis Ababa, Ethiopia, Dec. 6 (Bloomberg) -- The Organization of African Unity won't send observers to the Ivory Coast's weekend election after the country's supreme court banned an opposition leader from standing for office, Agence France-Presse reported, citing OAU Secretary General Salim Ahmed Salim.

Salim said the ruling against Alassane Ouattara "will create problems," AFP reported. Violence in the West African nation that's the world's leading cocoa producer has left as many as 30 people dead and more that 200 injured over the past week.

Salim's statement follows a statement by United Nations Secretary General Kofi Annan that the UN won't send observers in protest at the supreme court's decision to ban Ouattara from standing for office because his nationality can't be proven.

Violence began Monday in Abidjan, the Ivory Coast's main city, after supporters of Ouattara, who leads the Rally of the Republicans, clashed with police and followers of President Laurent Gbagbo.

That was the second wave of violence in the Ivory Coast in two months. After October's presidential election 170 people, mostly civilians, were killed in clashes when former military ruler Robert Guei tried to hold on to power. A popular uprising forced him to back down, though RDR supporters later attacked rivals when the new president refused their demands for the election to be re-staged.

Those clashes took on a religious nature, with people from the mainly Christian south fighting those of the largely Muslim north. Ouattara is from the north, which has traditionally lost out economically and politically.

Tuesday's disruptions have also occurred along ethnic lines. Much of the

fighting has been concentrated in Abidjan's populous northern suburb of Abobo, home to many immigrants from Ivory Coast's north, the British Broadcasting Corp. said.

Many northerners were detained by police overnight and members of other ethnic groups went from house to house flushing out people of northern origin, the BBC said.

The Ivory Coast produces about 40 percent of the world's cocoa. It was regarded as one of the most stable and prosperous nations in West Africa before Guei seized power last December. There has been no word as to whether cocoa production or transportation has been disrupted by the unrest.

(AFP 12/6)

Reuters
Dec. 7, 2000

Troubled anniversary in Ivory Coast, peace moves
By Alistair Thomson

ABIDJAN, Dec 7 (Reuters) - Ivory Coast marked the seventh anniversary of the death of its founding father on Thursday under a state of emergency after the deaths of at least 23 people in a wave of political and ethnic violence.

Most of the victims appear to have been shot in clashes with the security forces, while others died in skirmishes between rival, machete-wielding political factions. Police said one man was shot dead in the populous Abobo suburb north of the main city Abidjan while breaking an overnight curfew. Witnesses said young men in Abobo, a protest flashpoint, clashed with security forces during the night.

Abidjan was calm as the country commemorated independence President Felix Houphouet-Boigny's death with a public holiday just three days away from a high-risk parliamentary election.

Behind the scenes, political sources said the country's national mediator, Mathieu Ekra, held talks with the party of Muslim former Prime Minister Alassane Ouattara, whose exclusion from Sunday's election sparked banned street protests.

The government called a week-long state of emergency and overnight curfew to curb the protests which closed down the city on Monday and Tuesday.

The violence highlighted serious ethnic divisions in the West African nation, divisions which Houphouet-Boigny managed to smooth over during his 33-year rule to give the world's biggest cocoa producer a name for stability in a volatile continent.

"Ivory Coast remains united -- united and indivisible," Interior Minister

Emile Boga Doudou told state television.

In several towns in the Muslim north -- heartland of Ouattara's Rally of the Republicans (RDR) -- his followers have told government representatives to leave.

In Ouattara's ancestral town of Kong, where he was to have stood in the election, they have chased out public officials.

ARRESTS AND MEDIATION

Boga Doudou said residents in the large northeastern town of Odienne had given state officials 48 hours to leave.

Speaking late on Wednesday, he said more than 340 people had been arrested nationwide, and vowed that justice would be upheld. "We must put an end to impunity," he added.

RDR sources said three party officials, including spokesman Aly Coulibaly, had been transferred overnight to a civilian prison from a gendarmerie (paramilitary police) camp.

It was unclear exactly what charges if any had been brought.

Officials had accused Coulibaly of trying to distribute weapons, including sharpened machetes, to protesters.

Ouattara, whose opponents say he is a national of Burkina Faso, was barred by the supreme court from running for president or parliament because of doubts about his nationality.

Ekra set up a committee for national reconciliation after scores died in ethnic bloodshed following an October presidential election. Socialist Laurent Gbagbo defeated army ruler Robert Guei, who tried to rob him of victory.

Gbagbo loyalists ousted Guei with people's power protests. Bloody ethnic clashes followed when Ouattara sent his supporters onto the streets to demand fresh elections with him taking part.

Political sources say Gbagbo's government is demanding an end to all protests plus RDR participation in the elections.

Supporters of Ouattara, who is in France, say he must be allowed to run.

They have called a boycott and threaten to disrupt Sunday's poll, which was intended to consolidate civilian rule in the former French colony after its first coup last December.

(Additional reporting by Marc Koffi, Anne Boher)

07:03 12-07-00

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Reuters
Dec. 7, 2000

All eyes on ultra-nationalist Tudor in Romania poll
By Michael Roddy

BUCHAREST, Dec 7 (Reuters) - Love him or hate him, hardline nationalist Corneliu Vadim Tudor is the issue as Romanians vote in Sunday's second and decisive round of presidential elections.

"These elections should be Europe's wakeup call," said analyst Heather Grabbe of London's Centre for European Reform.

"The EU has been incapable of supporting reform in a way that allows Romania to follow a virtuous cycle of reform, rather than a vicious cycle of inertia and failed reform," she said.

The flamboyant, 51-year-old Tudor, a publisher whose newspapers print material that is anti-Semitic, anti-gypsy or disparaging of this hard-luck country's large ethnic Hungarian community, has streaked from nowhere to challenge former President Ion Iliescu in the winner-take-all second round.

Tudor feeds on a rich vein of anger over living standards that have plunged since communism was overthrown in 1989.

Reforms demanded by the EU and other institutions have cut jobs but done little to stem rampant corruption, the rise of local crime syndicates and a feeling that Romania, dead last among the 12 EU accession candidates, is going nowhere fast.

"I'm the white sheep in a flock of black sheep," Tudor, who relishes publicity and wore a big medal and formal evening wear for his last television appearance, said on Wednesday night.

"The patience of Romanians has snapped, Romania has proved to be a big nation, with the vote stronger than the sword."

Tudor still basks in the glow of his stunning second place finish in the first round, where he beat prominent politicians.

After taking 4.72 percent of the vote in 1996, he got 28.3 percent last month to force a runoff against onetime communist Ion Iliescu, 70, who took 36.4 percent.

A poll of 1,200 people by IRSOP showed 69 percent for Iliescu and 31 percent for Tudor, but pollsters mostly are shying away from predicting Sunday's outcome.

Calin Anastasiu of the IMAS polling firm said normally Iliescu would win, but with many young people having voted for Tudor in the first round, the mood is anything but normal.

"Young people are usually emotional in their choices and Tudor with his

media show has really impressed them," he said.

Tudor's talk of tough justice and restoring Romania to some sort of past industrial grandeur have struck a chord.

"Romanians need a strong fist and a determined man to crush thieves and the strong mafia which has overrun our country," said Ilie Dinulescu, 36, a Bucharest taxi driver.

But what wins over some Romanians scares others.

"If he wins on December 10 I will leave Romania," said Roma activist Virgil Bitu of the rights group Romani CRISS.

Roma gypsies, who may make up some five percent of the country's 22.4 million people, are prime targets for Tudor who promises to smash what he says is their stranglehold on protection rackets and trafficking in prostitutes.

Tudor's meteoric rise has also alarmed the tiny Jewish community, which stood at 750,000 before World War Two but after pogroms, the Holocaust and post-war emigration, amounts to only 12,000 people today.

Tudor said recently that he has been unfairly painted as an extremist by Iliescu and others "who, for 11 years, have applied the most barbarian ways to exterminate the Romanian people by starvation and theft of the national patrimony."

Despite efforts to distance himself from the openly anti-Semitic and ethnic barbs in his newspapers, his words and those of his supporters come back to haunt him.

Romanian satiric newspaper Catavencu recently dug into the archives of a journal run in the early 1990s by Ilie Neacsu, one of Tudor's deputies, in which Jews are blamed for spreading homosexuality and lesbianism in the United States.

"David's star will vanish from Romania's territory," a 1991 issue of the journal Europa is quoted as saying.

"This is not an anti-Semitic country but there are anti-Semites who want to destroy us," said one prominent member of the Romanian Jewish community, who asked not to be named.

"Unfortunately...if we point a finger at Tudor and call him an anti-Semite we do nothing but a favour to him."

06:38 12-07-00

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Associated Press
Dec. 7, 2000

Quiet Election Campaign in Romania
By ALISON MUTLER

BUCHAREST, Romania (AP) - For some of Romania's media, the country's presidential election seems to be a case of the less news, the better.

Take Wednesday's newspapers. Just four days before the runoff between former President Ion Iliescu and far-right candidate Corneliu Vadim Tudor, four major dailies kept the story off the front page, and only one gave it any prominence.

The daily Adevarul chose to focus on the Bucharest mayor's dispute with government employees living in low-rent, state-provided housing. Jurnalul National's front page alleged fraud in the purchase of new ambulances.

The race was only the fourth item on popular Pro TV's Tuesday night news.

Part of the reluctance to cover the race is the perception among intellectuals that the country faces two unpleasant choices: Iliescu, a former communist, and Tudor, an upstart radical with a record of insulting Jews and ethnic minorities.

After the first round Nov. 26, when Iliescu and Tudor led the 12 candidates, the daily Evenimentul Zilei said Romania was left with a choice between "AIDS or cancer."

The feeling seems widespread among Romania's media trendsetters.

"What point is there in reproducing in millions of copies the insults, curses and excesses of this person?" Evenimentul Zilei wrote on its front page, referring to Tudor. It said it felt no obligation "to take part in such an aberrant democracy."

Not everyone thinks ignoring the race is a sound strategy.

"Newspapers, instead of asking what's really going on, by this boycott are pretending nothing has happened," said the daily Azi, in a column written by its director, Ion Cristoiu.

Cristoiu generally supports Iliescu, but saw in Tudor's popularity a backlash against past rulers who "impoverished and humiliated" the nation.

He argued that Tudor was being treated unfairly, and Eugen Mihaescu, Iliescu's image consultant, also fretted about the boycott. Chatting to a reporter outside his party headquarters, he said, "The Romanian public want to see a fair race," and warned that Tudor would end up looking like a victim.

Romania's elite fears a Tudor presidency could provoke social unrest and isolate the impoverished country from the prosperous West.

Tudor's attacks on corruption and poverty, and his promise to tackle

Romania's problems "with a machine gun," pushed him from 5 percent in the 1996 elections to 28 percent last month. Iliescu got more than 36 percent. Now, with the other candidates eliminated, there's no telling where their votes might go.

Tudor himself complained of the lack of media coverage. "I am like a boxer, with my wrists tied, my ankles in chains and a blindfold covering my eyes," he said to journalists Monday. He claimed the media was "demonizing" him for fear he would reveal corruption under Iliescu's 1990-1996 rule.

Under election rules, both candidates get to address the nation for one hour on national television. Tudor got his on Wednesday night, and used it to pledge a war on the "mafia state," accuse the media of using "Stalinist" tactics, and deny being an extremist.

He compared himself to George W. Bush as a "Christian praying on his knees for the good of his nation."

Iliescu's hour on TV was scheduled for Thursday night.

A senior Western-educated newspaper editor, speaking on condition of anonymity, said he wasn't proud of suppressing the story, but felt a duty to stop Tudor.

Even without the media, the race is a subject of debate on the streets and in offices and homes. But there is palpable bitterness that the centrist, reform-minded candidates who might have served as antidotes to Iliescu and Tudor were knocked out of the running on Nov. 26.

"Iliescu and Tudor are the same for me," said Iulian Voicu, a 34-year-old historian. "What campaign? When I heard the results of the first round, it was the end of democracy for me."

AP-NY-12-07-00 0052EST

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RECORD TYPE: FEDERAL (NOTES MAIL)

CREATOR: Brennan Center (Brennan Center [UNKNOWN])

CREATION DATE/TIME: 8-DEC-2000 18:39:52.00

SUBJECT: Legal Services E-lert -- December 8, 2000

TO: leena.khandwala@nyu.edu (leena.khandwala@nyu.edu [UNKNOWN])

READ:UNKNOWN

TEXT:

The Legal Services E-lert summarizes news and opinion pieces that praise, attack, or simply discuss free and low-cost civil legal services programs. Also presented are reports about such work not covered in the media. Legal Services Corporation (LSC) grantee programs are identified by the phrase "LSC-funded." Programs not so identified are believed to receive funds exclusively from other sources. Because the E-lert summarizes stories reported by others, the views presented are not necessarily those of the Brennan Center. In the event that a legal services program is the subject of a particularly adverse story, we strive to afford that program an opportunity to comment before the E-lert goes to press.

-----***Announcement***

The Brennan Center announces an ongoing interest in working with legal services programs who would like to testify or otherwise comment to the "Erlenborn Commission" on the LSC attorneys' fees restriction (45 CFR § 1642) or the LSC program integrity regulation (45 CFR § 1610). Interested persons are encouraged to contact Laura Abel at (212) 998 6737, or to email her at laura.abel@nyu.edu

-----THIS WEEK'S HEADLINES

1. Supreme Court Justice Ruth Bader Ginsburg Criticizes Inadequacy of Federal Funding for Civil Legal Assistance and Decline in Pro Bono
2. Uncommon Good and Others Work for Establishment of Student Loan Repayment Fund in California
3. Director of Migrant Farmworker Project at LSC-Funded California Rural Legal Assistance Describes Shortage of Adequate and Safe Schools in Oxnard
4. Children's Rights Inc. Represents Five Children in Foster Care in Lawsuit Against Milwaukee's Child Welfare Agency
5. Legal Services of New Jersey President Praises State's Initiative to Reward Mothers Who Have Transitioned From Welfare to Work
6. New Haven Legal Assistance Attorney Criticizes Connecticut for Delay in Finalizing a New Contract with Housing Agencies
7. Legal Services Attorneys Highlight Lack of Affordable Housing for Low-Income People
8. LSC-Funded West Tennessee Legal Services Inc. Gets Grant to Provide Housing Counseling to Low and Moderate Income People
9. Urban Justice Center Litigates on Behalf of Mentally Inmates
10. LSC-funded Asian Pacific American Legal Center and Legal Aid Foundation of Los Angeles File Lawsuit Against Clothing Company on Behalf of 12 Garment Workers

THIS WEEK'S STORIES

FEATURE STORY

1. Supreme Court Justice Ruth Bader Ginsburg Criticizes Inadequacy of Federal Funding for Civil Legal Assistance and Decline in Pro Bono
Supreme Court Justice Ruth Bader Ginsburg, speaking at Brooklyn Law School, criticized the inadequate federal funding for legal services, noting that countries in western Europe spend twice as much per capita on civil legal services for the poor than the United States does. She said that only 20 percent of the legal needs of indigent people are being met in the United States, and stressed the need for pro bono work to fill the gap in civil legal services. Ginsburg also criticized the recent decline in pro bono legal services, highlighting that the wealthiest law firms are now spending one-third less time on pro bono work than they did eight years ago, while private lawyers spend less than one-half hour per week on pro bono work. Sam Nelson, Pro Bono -- and Con, *The Nation*, Dec. 11, 2000, at 7.

LEGAL SERVICES STRUCTURE

New Systems for Delivery of Legal Services

2. Uncommon Good and Others Work for Establishment of Student Loan Repayment Fund in California
The Uncommon Good (La.) and other organizations are working to pass a California senate bill for establishing a \$10 million educational loan repayment fund in California for lawyers and health professionals working for the public interest. High educational expenses for law and medical school currently prohibit many professionals from accepting low-paying jobs in the public sector. It is hoped that the fund will enable more people to serve indigent people. A decision by Senator Robert Hertzberg about whether to introduce the bill for the 2001 state budget is expected in December. E-mail from Nancy Mintie, Inner City Law Center, dated Nov. 27, 2000, on file with the Brennan Center.

LEGAL SERVICES ACTIVITIES AND ACHIEVEMENTS

Children

3. Director of Migrant Farmworker Project at LSC-Funded California Rural Legal Assistance Describes Shortage of Adequate and Safe Schools in Oxnard
Cesar Hernandez, director of the Migrant Farmworker Project at LSC-funded California Rural Legal Assistance, highlights the lack of adequate elementary and middle schools in the Oxnard district, where 89 percent of the students are non-white. According to Hernandez, the district has only 20 elementary and middle schools for over 13,000 students. Due to a shortage of space within the city, many schools are being sited on agricultural land, where they often meet with resistance from land preservationists. Hernandez also states that many of the schools are located in areas where there is a heavy use of toxic pesticides, posing a danger to children's health. Editorial, *Ventura County Perspective: Health or Education Isn't Choice*, *L.A. Times*, Dec. 3, 2000 at B15.

4. Children's Rights Inc. Represents Five Children in Foster Care in Lawsuit Against Milwaukee's Child Welfare Agency
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-----Previous editions of the Legal Services E-Alert are available on the

Brennan

Center website at <http://www.brennancenter.org>. The website offers information about the Brennan Center, as well as additional information about civil legal services for low-income clients.

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-----Leena Khandwala
Research Associate

Brennan Center for Justice at NYU School of Law
161 Avenue of the Americas, Fifth Floor
New York, New York 10013-1205

phone 212.998.6363
fax 212.995.4550
leena.khandwala@nyu.edu
www.brennancenter.org

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TEXT:

The Legal Services E-Alert summarizes news and opinion pieces that praise, attack, or simply discuss free and low-cost civil legal services programs. Also presented are reports about such work not covered in the media. Legal Services Corporation (LSC) grantee programs are identified by the phrase "LSC-funded." Programs not so identified are believed to receive funds exclusively from other sources. Because the E-Alert summarizes stories reported by others, the views presented are not necessarily those of the Brennan Center. In the event that a legal services program is the subject of a particularly adverse story, we strive to afford that program an opportunity to comment before the E-Alert goes to press.

Announcement

The Brennan Center announces an ongoing interest in working with legal services programs who would like to testify or otherwise comment to the "Erlenborn Commission" on the LSC attorneys' fees restriction (45 CFR 1642) or the LSC program integrity regulation (45 CFR 1610). Interested persons are encouraged to contact Laura Abel at (212) 998 6737, or to email her at _laura.abel@nyu.edu

_ THIS WEEK'S HEADLINES

_ 1. Supreme Court
Justice Ruth Bader Ginsburg Criticizes Inadequacy of Federal Funding for Civil Legal Assistance and Decline in Pro Bono

2. Uncommon Good and Others Work for Establishment of Student Loan Repayment Fund in California
3. Director of Migrant Farmworker Project at LSC-Funded California Rural Legal Assistance Describes Shortage of Adequate and Safe Schools in Oxnard
4. Children's Rights Inc. Represents Five Children in Foster Care in Lawsuit Against Milwaukee's Child Welfare Agency
5. Legal Services of New Jersey President Praises State's Initiative to Reward Mothers Who Have Transitioned From Welfare to Work
6. New Haven Legal Assistance Attorney Criticizes Connecticut for Delay in Finalizing a New Contract with Housing Agencies
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8. LSC-Funded West Tennessee Legal Services Inc. Gets Grant to Provide Housing Counseling to Low and Moderate Income People
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10. LSC-funded Asian Pacific American Legal Center and Legal Aid Foundation of Los Angeles File Lawsuit Against Clothing Company on Behalf of 12 Garment Workers

THIS WEEK'S STORIES

FEATURE STORY

*1. Supreme Court Justice Ruth Bader Ginsburg Criticizes Inadequacy of Federal Funding for Civil Legal Assistance and Decline in Pro Bono

*Supreme Court Justice Ruth Bader Ginsburg, speaking at Brooklyn Law School, criticized the inadequate federal funding for legal services, noting that countries in western Europe spend twice as much per capita on civil legal services for the poor than the United States does. She said that only 20 percent of the legal needs of indigent people are being

met in the United States, and stressed the need for pro bono work to fill the gap in civil legal services. Ginsburg also criticized the recent decline in pro bono legal services, highlighting that the wealthiest law firms are now spending one-third less time on pro bono work than they did eight years ago, while private lawyers spend less than one-half hour per week on pro bono work. Sam Nelson, /Pro Bono -- and Con/, The Nation, Dec. 11, 2000, at 7.

LEGAL SERVICES STRUCTURE

New Systems for Delivery of Legal Services

*2. Uncommon Good and Others Work for Establishment of Student Loan Repayment Fund in California

*The Uncommon Good (La.) and other organizations are working to pass a California senate bill for establishing a \$10 million educational loan repayment fund in California for lawyers and health professionals working for the public interest. High educational expenses for law and medical school currently prohibit many professionals from accepting low-paying jobs in the public sector. It is hoped that the fund will enable more people to serve indigent people. A decision by Senator Robert Hertzberg about whether to introduce the bill for the 2001 state budget is expected in December. E-mail from Nancy Mintie, Inner City Law Center, dated Nov. 27, 2000, on file with the Brennan Center.

LEGAL SERVICES ACTIVITIES AND ACHIEVEMENTS

Children

*3. Director of Migrant Farmworker Project at LSC-Funded California Rural Legal Assistance Describes Shortage of Adequate and Safe Schools in Oxnard

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[_<http://www.wnbc.com/cgi-bin/gx.cgi/AppLogic+FTContentServer?pagename=FutureTense/Apps/Xcelerate/Render&c=NBCArticle&cid=NBC428IIEGC&preview=true>](http://www.wnbc.com/cgi-bin/gx.cgi/AppLogic+FTContentServer?pagename=FutureTense/Apps/Xcelerate/Render&c=NBCArticle&cid=NBC428IIEGC&preview=true)MISCELLANEOUS

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Leena Khandwala

Research Associate

Brennan Center for Justice at NYU School of Law

161 Avenue of the Americas, Fifth Floor

New York, New York 10013-1205

phone 212.998.6363

fax 212.995.4550

leena.khandwala@nyu.edu

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SUBJECT: FACT SHEET: The Clinton/Gore Administration: New Efforts to Fight Sweatshops and Child Labor Around the World & Put A More Human Face on the Global Economy

TEXT:

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| The Clinton/Gore Administration: New Efforts to Fight Sweatshops and |
| Child Labor Around the World & Put A More Human Face on the Global |
| Economy |
January 16, 2001

TODAY SECRETARY SUMMERS, ALBRIGHT, HERMAN, & NATIONAL ECONOMIC ADVISOR SPERLING WILL ANNOUNCE NEW ADMINISTRATION EFFORTS TO FIGHT SWEATSHOPS & CHILD LABOR. As part of the Clinton/Gore Administration's ongoing commitment to the improvement of working standards around the world, the Departments of Treasury and State will announce two new initiatives to protect workers, children, and families from abusive and unfair labor practices. These two new initiatives represent important milestones in the President's leadership on anti-child labor and sweatshop efforts, and will help strengthen the kind of global partnerships among governments, international organizations, and the private sector necessary to put a more human face on the global economy.

THE CLINTON/GORE ADMINISTRATION WILL TODAY ANNOUNCE TODAY 2 KEY INITIATIVES:

? U.S. CUSTOMS SERVICE ADVISORY ON FORCED CHILD LABOR. The Department of Treasury and the U.S. Customs Service have prepared an Advisory on Forced Child Labor to help importers, manufacturers, retailers, and other businesses identify goods that may be produced with forced or indentured child labor. The Advisory, developed in cooperation with the Advisory Committee on International Child Labor Enforcement, will facilitate voluntary compliance by describing the types of working conditions and indicators that may signal the presence of forced or indentured child labor. The Advisory will:

- ? Describe the types of working conditions that signal the presence of forced or indentured child labor.
- ? Present two sets of indicators, "red flags" and "yellow flags," that importers and others can use in seeking to determine whether specific merchandise is likely to be prohibited from importation on the grounds that it was produced with forced or indentured child labor.

? DEPARTMENT OF STATE ANTI-SWEATSHOP INITIATIVE. The Department of State will provide \$3.9 million in grants to support private sector efforts to eliminate abusive working conditions and protect the health, safety, and rights of workers overseas. This new Anti-Sweatshop Initiative will support innovative strategies to combat sweatshop conditions in overseas factories that produce goods for the U.S. market. Five non-governmental and international organizations received over \$3 million, and the U.S. Agency for International Development will administer an additional \$600,000 for smaller grants in support of promising strategies to eliminate abusive labor conditions worldwide. Today's grants were awarded to:

? Social Accountability International will receive \$1 million to implement its Social Accountability 8000 standard, which promotes human rights in the workplace.

? The American Center for International Labor Solidarity will be awarded \$962,801 to implement projects for the promotion of and adherence to labor rights and standards in Central America and the Philippines.

? The Fair Labor Association, a coalition of apparel and footwear manufacturers and consumer, human and labor rights groups, will be awarded \$750,000 to establish and maintain a roster of accredited external monitors around the world.

? The International Labor Organization will receive \$496,974 for research on the management systems used by multinationals to assure compliance with their company's labor standards.

? The International Labor Rights Fund's will be awarded \$152,880 Anti-Sweatshop to raise awareness and promote viable solutions to sexual harassment in the workplace.

PRESIDENT CLINTON HAS MADE AMERICA A LEADER IN WORKING TO PREVENT ABUSIVE CHILD LABOR AND SWEATSHOPS AROUND THE WORLD. Under President Clinton's leadership, the United States has been the international leader in advocating the improvement of working standards around the world including efforts to fight sweatshops and abusive child labor. President Clinton's key actions include:

? Calling for the elimination of abusive child labor in his last three State of the Union addresses and becoming the first U.S. President to address the International Labor Organization (ILO) conference;

? Leading the global campaign in the adoption of ILO Convention 182 to eliminate the worst forms of child labor;

? Making the U.S. the world's largest contributor to the International Program for the Elimination of Child Labor (IPEC), and since 1995, funding projects to prevent or remove some 225,000 children in Africa, Asia and Latin America from dangerous or abusive work in many, as well as prostitution and domestic service.

? Bringing together a diverse group of manufacturers, consumer groups, labor and rights organizations, and universities to form the Apparel Industry Partnership, the precursor to the Fair Labor Organization ? a coalition dedicated to ensuring that products purchased by American consumers were not made in sweatshops overseas.

BUILDING ON THIS RECORD, THE CLINTON/GORE ADMINISTRATION HAS MORE THAN DOUBLED RESOURCES TO COMBAT ABUSIVE CHILD LABOR IN THE 2001 BUDGET:

? President Clinton has more than doubled funding from last year's level of \$45 million to \$92 million in FY 2001 to help eliminate abusive child

labor around the world. This \$92 million commitment includes:

? A 50% increase in the U.S. contribution to the ILO's International Program for the Elimination of Child Labor (IPEC) ? to \$45 million.

? \$37 million in new funding for targeted bilateral educational assistance to promote school rather than work in countries where exploitative child labor is prevalent.

? Doubling ? to \$10 million ? Customs Service resources to enforce the ban on the importation of goods made with forced or indentured child labor, denying such products access to the lucrative U.S. marketplace.

THE PROBLEM OF ABUSIVE CHILD LABOR

? The ILO estimates that there are at least 250 million working children between the ages of five and 14 in developing countries -- about half of them work full-time and do not attend school.

? Tens of millions of children work under very hazardous and abusive conditions. Around the world, young children in their formative years are exposed to hazardous conditions, including toxic and carcinogenic substances in manufacturing, dangerous conditions in mines and on sea fishing platforms, and backbreaking physical labor.

? Some children labor in bondage, are sold into prostitution, or are indentured to manufacturers, working against debts for wages so low that they will never be repaid.

? The majority (61 percent) of the working children are found in Asia, followed by Africa (32 percent), and Latin America and the Caribbean (seven percent). While Asia, by far the most populous region, has the highest number of child workers, Africa, the poorest region, has the highest proportion of child workers, with 41 percent of its children engaged in some form of economic activity.

DETAILS OF THE CUSTOMS ADVISORY ON FORCED CHILD LABOR

The Treasury Department and the U.S. Customs Service today announced the issuance of an advisory intended to combat forced and indentured child labor. The advisory is intended to help importers, manufacturers, retailers, and other businesses involved in importing merchandise identify goods that may be produced with forced or indentured child labor.

The Advisory, developed in cooperation with the Advisory Committee on International Child Labor Enforcement, will help promote voluntary compliance with child labor laws. The committee is comprised of industry representatives and distinguished child labor experts from the human rights and worker rights communities.

Abusive child labor is one of the most serious worker and human rights issues facing the world trading community. Child labor is endemic in many parts of the developing world; there are approximately 250 million child workers worldwide. Section 307 of the Tariff Act of 1930 prohibits importing into the United States merchandise produced in whole or in part with prison, forced, or indentured labor under penal sanction, including forced or indentured child labor. The United States Customs Service is responsible for enforcing this prohibition.

The Advisory describes the types of working conditions that may signal the

presence of forced or indentured child labor. It presents two sets of indicators, "red flags" and "yellow flags," that importers and others can use in seeking to determine whether specific merchandise is likely to be prohibited from importation on the grounds that it was produced with forced or indentured child labor. The indicators track the kind of evidence that the U.S. Customs Service considers in determining whether merchandise should be excluded.

"Red flags" are factors that alone, or with other available information, strongly imply that a supplier in a foreign country may be using forced or indentured child labor, or sourcing from a facility that does so. Red flags include slave labor conditions; employment to discharge a debt or debt bond; financial penalties for absenteeism, production errors, refusal to work overtime, or minor infractions, where such penalties eliminate wages or credits already earned or create indebtedness that must be discharged; physical or sexual abuse of child workers at the workplace; and employment of very young children.

"Yellow flags" are working conditions or business practices that, while not necessarily constituting direct evidence of forced or indentured child labor, should create suspicion on the part of importers that unfair or illegal labor practices, possibly including employment of forced or indentured child workers, might be involved, and warrant further serious inquiry and investigation. Yellow flags include work performed during unusual hours, such as early morning or late at night, or when a child could be expected to be in school; poor and unhealthy working environment; violations of local laws and regulations; employment in hazardous industries or under extreme conditions; missing or altered employment records; and workers missing from operating workstations during on-site visits. While the Advisory is not exhaustive, it represents U.S. Customs best effort to provide useful advice to businesses on how to identify goods that may have been made with forced or indentured child labor.

DETAILS OF DEPARTMENT OF STATE ANTI-SWEATSHOP GRANTS

Fair Labor Association - \$750, 000

The Fair Labor Association (FLA) is a coalition of apparel and footwear companies and human rights, labor rights and consumer advocates that represents an innovative strategy to address violations of internationally recognized labor rights in the apparel and footwear industries. The FLA works with member companies to develop their own internal monitoring plans, which in turn are reinforced and verified by a rigorous system of external monitoring. The Anti-Sweatshop funds will be instrumental in enabling FLA to recruit, accredit, and maintain a diverse roster of external monitors around the world.

International Labor Organization ? \$496,974

The International Labor Organization (ILO) is a specialized agency of the United Nations that works to improve labor conditions worldwide. Business and labor representatives, as well as governments, participate in its work.

The ILO's responsibilities include the adoption, promotion and supervised application of formal international labor standards.

Using federal Anti-Sweatshop funds, the ILO will carry out a research project involving several multinational enterprises at the corporate level and their suppliers in developing countries. The research will examine what types of management systems are used by multinational companies to assure compliance with their company's labor standards (and throughout the company's supply chain) and what is being done to correct labor conditions that are found to be unsatisfactory.

International Labor Rights Fund - \$152,880

The International Labor Rights Fund (ILRF) is a non-profit action and advocacy organization which uses innovative means to encourage enforcement of international labor rights. The ILRF's activities include research, publications, legal advocacy, and consumer campaigns. ILRF achieves its policy objectives through participation in NGOs and community based coalitions or advocacy groups.

Sexual harassment is increasingly viewed as a form of violence against women in the workplace. Using federal Anti-Sweatshop funds, the ILRF with the help of its local partners will undertake a two-year project to promote increased awareness of and viable remedies for the problem of sexual harassment.

Social Accountability International - \$1,000,000

Social Accountability International (formerly the Council on Economic Priorities Accreditation Agency) is a U.S.-based non-profit organization dedicated to the development, implementation and oversight of voluntary social accountability standards. The Social Accountability 8000 (SA8000) standard promotes human rights in the workplace and is based on internationally accepted United Nations and International Labor Organization conventions.

SAI will use federal Anti-Sweatshop funds for public education and consultative projects related to the use of the SA8000 standard, research on and testing of social auditing techniques for ensuring compliance with SA8000, capacity building for trade unions, NGOs, and small- and medium-sized enterprises to participate in audits and institutional development and the promotion of multi-sector collaboration in social auditing.

American Center for International Labor Solidarity - \$962,801

The American Center for International Labor Solidarity (Solidarity Center) conducts programs abroad dedicated to the promotion of and adherence to international labor rights and standards. Working through trade unions and other indigenous organizations, the Solidarity Center's programs help facilitate dialogue among business, labor and government leaders to address workplace conditions and the development and improvement of legal

frameworks, institutions and practices for the enforcement of internationally recognized worker rights. Using federal Anti-Sweatshop funds, the Solidarity Center will implement projects in both Central American and the Philippines.

The Central American project, utilizing educational programs and union capacity building pilot projects, will work to improve the rule of law through technical assistance programs provided to workers, government officials and academics. The Philippines project will provide the unions and NGOs with tools to make codes of conduct more effective through the construction of verification systems. This project will also enable unions to deepen their engagement with International Financial Institutions (IFI) in order to ensure that IFI programs produce jobs where workers labor in conditions of dignity.

U.S. Agency for International Development (USAID) - \$600,000

Programs administered through the "Civil Society Strengthening Program" in the USAID's Global Bureau Center for Democracy and Governance are designed to advance democratic processes worldwide including the promotion of worker rights and the elimination of sweatshop labor.

Federal Anti-Sweatshop funds will be used to support a cooperative agreement that will provide small grants of between \$25,000 and \$150,000 to support promising efforts in the field aimed at eliminating abusive labor conditions in factories overseas producing goods for the U.S. market. These Anti-Sweatshop efforts will complement and support other initiatives developed by indigenous NGOs, trade unions, private and public sector enterprises and governments.

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SUBJECT: STATEMENT BY THE PRESIDENT: Protecting Workers, Children, and Families from Abusive and Unfair Labor Practices

TEXT:

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release
January 16, 2001

STATEMENT BY THE PRESIDENT

Today, I am pleased to announce new initiatives that build on our efforts to put a more human face on the global economy by protecting workers, children, and families from abusive and unfair labor practices. Around the world, tens of millions of children are deprived of their childhood and subjected to the worst forms of child labor, slavery, forced or compulsory labor, prostitution, pornography, and other kinds of harmful and unsafe work. At the same time, many millions of workers toil under conditions that are deplorable and unacceptable. These Anti-Sweatshop grants and the Customs Advisory on Forced and Indentured Child Labor represent additional tools to help eliminate sweatshops and abusive child labor across the globe.

Over the last eight years, we have made the U.S. a leader in the global fight to stamp out abusive labor practices and open the door to education and opportunity. I am proud that the U.S. was among the first nations to ratify the International Labor Organization's (ILO) Convention 182 for Elimination of the Worst Forms of Child Labor. With the support of Senator Tom Harkin, we have increased our contributions to the ILO's International Program for the Elimination of Child Labor fifteen-fold from \$3 million in 1993 to \$45 million today. We have doubled to \$10 million Customs Service resources to enforce the ban on the importation of goods made with forced or indentured child labor. And last year, we passed a new \$37 million Department of Labor School Works program to strengthen educational systems in developing countries, targeted to areas where abusive child labor is prevalent.

I would like to make a special note that one of the Anti-Sweatshop grants being announced today is being awarded to the Fair Labor Association (FLA), a diverse coalition of manufacturers, consumer groups, labor and human rights organizations, and universities dedicated to ensuring that products purchased by American consumers were not made in sweatshops

overseas. The FLA grew out of the Apparel Industry Partnership, a coalition we first brought together at the White House in 1996 to combat sweatshop labor. This pathbreaking partnership was given new energy and vitality when Chuck Ruff agreed to be its first Chairman. Chuck used his unique leadership and coalition-building skills to give the FLA a successful start. While Chuck recently passed away, the significant accomplishments of the FLA under his leadership will live on as one of his many contributions to a better, fairer world.

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