

# U.S. Department of Labor

Employment and Training Administration  
Sam Nunn Atlanta Federal Center  
Room 6M12 - 61 Forsyth Street, S.W.  
Atlanta, Georgia 30303



June 10, 2003

REGION 3 WIA AND SWA ISSUANCE NO. 03-07

SUBJECT: National Initiative to Improve Workforce System Performance  
by Effectively Matching Employer Demand and Worker Supply

1. Purpose. To announce and describe a national technical assistance and training effort to improve workforce system performance in local areas through effective engagement of business as a customer, a strategic partner, and as the workforce system leader.
2. Background. The Employment and Training Administration (ETA) has placed a renewed emphasis on improving delivery of products and services to business customers of the workforce system. Focusing on the role of business services in improving system performance and providing businesses with a productive workforce, the system will be able to provide customers with improved access to better jobs.

Through a national initiative to increase the effectiveness of demand-and-supply matching, ETA seeks (1) to identify local Workforce Investment Boards that have continuously made or exceeded the ETA performance standards and, simultaneously, delivered effective services to businesses; (2) to match such local areas with sites desiring to improve performance and to enhance their services to businesses; and (3) to improve performance and business services through peer-to-peer collaboration, consultation, and the development of tools and expertise. The initiative will expand the resource network to assist all local areas in operating successful demand-driven systems.

The initiative will focus on three critical action areas forming the framework for organizational transition to a demand-driven operation. A fourth category will examine supplementary strengths in order to provide a variety of approaches applicable to a broad range of local circumstances. The initiative will include various examples in each of these areas. The areas are briefly described below.

## **LEADERSHIP**

Leadership encompasses the strategic decisions made by board members, executive staff, and leaders that affect the direction, rate, and depth of the transition to a demand-driven system. Effective leadership includes the clarity of vision, consistency of focus, relevant systems and personnel development throughout the organization, and the beneficial effects of achieving organizational objectives. Areas to examine include approaches taken by the local board to engage business; resources committed to pursue transition; and new services, new markets, or new products developed to attract and retain businesses. These are illustrative of the activities in the leadership category.

## **OUTREACH AND COMMUNICATION**

Outreach and communication includes getting the board's message out to the business community, shaping customers' perception of the board and its services, and packaging services and products for targeted markets. Internal marketing and staff development to support successful transition may be especially critical to communicate activities for boards in areas which have long pursued client-centric approaches.

## **FULFILLMENT**

Fulfillment is quite simply delivering on the promise, i.e., giving business customers what they want, when they want it and how they want it. Doing so may require process and cultural change. Activities involve implementing successful operations, designing the processes by which services are successfully delivered to businesses, clear communications between client-service and business-service functions, and timely and successful delivery of services to meet the needs of business customers.

## **SUPPLEMENTARY STRENGTHS**

Supplementary activities include coordination with organizations such as economic development and local chambers of commerce, engagement with political structures, and participation with educational communities. A wide variety of successful activities may be included under "supplemental strengths."

3. Action Requested. Please identify a lead contact person for your State who can best consult with our regional leads on nominating local areas which may be interested in participating in the initiative, who will collaborate with our regional leads on examining local areas' business operations and who have expertise and/or experience in the provision of business services.

Our regional leads for this initiative are Gene Caso and Winston Tompoe. If you would like to discuss the initiative, contact Gene at 404/562-2119 or Winston at 404/562-2109. They can also be reached via e-mail at [caso.eugene@dol.gov](mailto:caso.eugene@dol.gov) or [tompoe.winston@dol.gov](mailto:tompoe.winston@dol.gov).

Please provide the State lead/contact person information to Gene and/or Winston no later than June 20, 2003.

4. Expiration Date. September 30, 2003.

HELEN N. PARKER  
Regional Administrator