

Employment and Training Administration

# Status Report

Capacity Building

Business Solutions

Industry Profiles

Community-Based Job Training Grants

High Growth Job Training Initiative

eta

EMPLOYMENT AND TRAINING ADMINISTRATION  
UNITED STATES DEPARTMENT OF LABOR

JANUARY 2008

# Employment and Training Administration

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EMPLOYMENT AND TRAINING ADMINISTRATION  
UNITED STATES DEPARTMENT OF LABOR

## Advanced Manufacturing Industry

### ETA IN ACTION

The competitiveness of U.S. manufacturers is increasingly grounded in their ability to innovate. The importance of innovation to manufacturing has come into sharp focus as U.S. manufacturers face challenges from technologically capable nations with enormous pools of low-cost talent. The Manufacturing in America report, released by the U.S. Department of Commerce in January of 2004, identified strengthening partnerships to promote manufacturing technology transfer as one of its key recommendations. Specifically, the report called for a “vigorous effort to ensure that the technology developed is diffused broadly throughout the manufacturing sector, particularly to small and medium-sized manufacturers, which will benefit most because of their own limited capacity for independent research and development.”

ETA’s strategies for the advanced manufacturing industry will continue to promote innovation in manufacturing through technology transfer.

### *Grant awards*

On October 19, 2006, U.S. Secretary of Labor Elaine L. Chao announced \$16.8 million in grants to 11 organizations in 10 states to prepare workers for careers in advanced manufacturing. The organizations were selected from among 186 applicants competing under the President’s High Growth Job Training Initiative. The full press release, including a list of the grantees, is available on the Employment and Training Administration’s Web site at [www.doleta.gov](http://www.doleta.gov).

### *Industry engagement*

Through its work with business and industry, the public workforce system, education and training institutions, and other federal partner agencies, ETA will support efforts to: 1) utilize ETA’s Workforce Innovation in Regional

Economic Development (WIRED) initiative to facilitate model partnerships among manufacturers, federal labs, universities, Manufacturing Extension Partnership centers, and other stakeholders to promote technology transition and deployment; 2) identify innovative strategies and solutions that address the critical workforce challenges that confront the advanced manufacturing industry; and 3) create tools and resources that various stakeholders may use to navigate the challenges of transformation from “traditional” to “advanced” manufacturing. ETA will also continue to coordinate engagement with industry leaders to ensure that all strategies align with current industry priorities.

For some communities, the transformation of manufacturing means that a factory is closing and the community needs to dramatically diversify its economy. For other communities, the workforce does not possess the necessary skills to support the local manufacturing sector as it adopts the most advanced production technology. ETA recently presented a “community blueprint” for advanced manufacturing, which is designed to respond to the needs of communities which are confronting these difficult challenges, and describe a variety of resources to help navigate the transformation. This document is titled “Transforming Manufacturing Communities for Global Competition: A Resource Guide” and is available on [Workforce3One.org](http://Workforce3One.org). It presents a conceptual framework for regional economic transformation and provides guidance for community leaders to promote innovation in their manufacturing sector.

As a member of the Office of Science and Technology Policy (OSTP) Interagency Working Group (IWG) on Manufacturing Research and Development, ETA supported interagency efforts to release a report titled “Manufacturing the Future: Federal Priorities for Manufacturing R & D.” ETA contributed a chapter to

**Advanced Manufacturing Industry**

this forthcoming IWG report, describing the workforce challenges in manufacturing and the steps that ETA is taking to address them.

Over the course of the President's High Growth Job Training Initiative for advanced manufacturing, ETA learned about numerous efforts to document the skills and competencies needed for successful careers in the industry. These disconnected or competing activities caused much duplication of effort, wasted resources, and left gaps in the critical skills and competencies that workers need for the modern manufacturing environment. In response to these challenges, ETA convened a working group of industry representatives and educators to develop the Advanced Manufacturing Competency Model. Under the auspices of the Interagency Working Group on Manufacturing Competitiveness, the group reviewed hundreds of existing industry standards and curricula to identify the common elements which apply across all manufacturing sectors. In this way, the framework builds on, and aligns with, the excellent work that has already been conducted by many groups, but which has never been assembled in a comprehensive model. Such a model framework allows for consistency across industries, customization within sectors, and easy updating to accommodate changing technology and business practices.

ETA is partnering with the National Association of Manufacturers (NAM) and the National Council for Advanced Manufacturing (NACFAM) to broadly disseminate and promote the Competency Model. Through this collaborative effort, ETA has disseminated the model to a broad audience of trade associations, business associations, manufacturing employers, and community colleges. By reaching these stakeholders, ETA hopes to foster strong communication between employers and education and training providers, encourage the design and development of training programs that teach competencies that are relevant to today's manufacturing workplace, and promote the development and expansion of seamless career pathways for workers and students.

Through collaboration with select WIRED regions and other organizations engaged in economic development, ETA is also seeking to demonstrate and document how communities can utilize the Competency Model in efforts to transform their education and training systems to better address the workforce needs of manufacturers in their region.

Eleven of ETA's first generation WIRED regions—Coastal Maine, Upstate New York, Greater Kansas City, Mid-Michigan, North Central Indiana, Florida's Great Northwest, Piedmont Triad, Western Alabama and Eastern Mississippi, and West Michigan—are targeting the advanced manufacturing industry as a regional economic driver. Six second generation regions—Arkansas Delta, Northern New Jersey, Rio Grande Valley, Southeast Michigan, Southeast Wisconsin, and Southwestern Connecticut—are also focusing on the industry. Finally, eight third generation WIRED regions—South-Central Idaho, South-Central Kansas, Central Kentucky, Southeastern Mississippi, Southeast Missouri, North Oregon, Pacific Mountain Washington, and South Central & South West Wisconsin—are targeting the advanced manufacturing industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

**Dissemination**

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include

## Advanced Manufacturing Industry

industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

### Outreach

In April 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published *In Demand: Careers in Advanced Manufacturing*. The magazine highlights job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies were sent to 18,427 high schools across the United States and it is also available on line at [www.careervoyages.com/indemandmagazineadvmanufacturing.cfm](http://www.careervoyages.com/indemandmagazineadvmanufacturing.cfm).

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing,

geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at [www.careervoyages.com/indemandmagazine-stem.cfm](http://www.careervoyages.com/indemandmagazine-stem.cfm).

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### *Investments as of October 19, 2006:* **\$74,944,990 in 31 grants**

DOL has announced awards of 31 investments totaling nearly \$75 million to address the workforce needs of the advanced manufacturing industry. Through multiple forums, ETA has listened to employers, industry associations, labor-management organizations, and others in the advanced manufacturing industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the advanced manufacturing industry to identify its hiring, training, and retention challenges. For additional information on the advanced manufacturing investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

#### **360vu Research and Education Foundation (national)**

*National Lean Enterprise Certification Program*  
Grant amount: \$2,000,322

#### **Alabama Department of Economic and Community Affairs (AL)**

*Alabama's Center for Manufacturing Innovation*  
Grant amount: \$3,548,115

#### **Arkansas Department of Workforce Services (AR)**

*Eastern Arkansas Advanced Manufacturing Technology Regional Training Initiative*  
Grant amount: \$5,935,402

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### Central Community College (NE)

*Nebraska Mechatronics Education Center*

Grant amount: \$1,639,403

### Connecticut Business and Industry Association (CBIA) Education Foundation (CT, MA)

*Connecticut-Western Massachusetts Advanced Manufacturing Collaborative*

Grant amount: \$1,775,030

### Delaware Valley Industrial Resource Center (PA)

*The Manufacturing Education Project*

Grant amount: \$3,000,000

### Greater Peninsula Workforce Investment Board (VA)

*The SE Virginia Advanced Manufacturing Collaborative*

Grant amount: \$1,965,000

### Henderson-Henderson County Chamber of Commerce (KY)

*Tri-County Industrial Training Consortium*

Grant amount: \$2,991,840

### States of Illinois and Ohio-National Center for Integrated Systems Technology (IL, OH)

*Integrated Systems Technology Training for Dislocated Workers*

Grant Amount: \$9,461,606

### Illinois State University/National Center for Integrated Systems Technology (IL, NC, OH, PA, TX, WY)

*Expanding the Integrated Systems Technology Project*

Grant amount: \$5,774,420

### International Association of Nanotechnology (CA)

*California Nanotechnology Workforce Training Program*

Grant amount: \$1,500,000

### Ivy Tech Community College of Indiana (IA)

*Indiana Advanced Manufacturing Education Collaborative*

Grant amount: \$1,860,515

### Lancaster County Workforce Investment Board (PA)

*The Pennsylvania Advanced Manufacturing Collaborative*

Grant amount: \$1,354,585

### Los Angeles Valley College (CA)

*Advanced Manufacturing Training Institute*

Grant amount: \$1,500,000

### Lower Rio Grande Valley Workforce Development Board (TX)

*South Texas Advanced Manufacturing Apprenticeship*

Grant amount: \$2,000,000

### Maine Department of Economic and Community Development (CT, ME, NH, MA, RI, VT)

*Accelerated Skills Training for New England Machine Shops*

Grant amount: \$2,996,724

### National Association of Manufacturers (MO)

*"Dream It, Do It" Career Campaign*

Grant amount: \$498,520

### National Institute for Metalworking Skills (national)

*Competency-Based Apprenticeship System in the Metalworking Industry*

Grant amount: \$1,956,700

### National Institute for Metalworking Skills (national)

*Flexible Training Options for Metalworking*

Grant amount: \$939,815

### North Central Texas Workforce Board (TX)

*Supply Chain Logistics Skills Training and Certification Project*

Grant amount: \$1,562,382

### Oklahoma Department of Commerce (OK)

*Manufacturing for Oklahoma's Vital Economic Sustainability*

Grant amount: \$1,500,000

## Advanced Manufacturing Industry

### Oregon Manufacturing Extension Partnership (ID, NV, OR, WA)

*Lean Manufacturing Training for Value-Added Food Processors with Training for Limited English-Speaking Workers*

Grant amount: \$3,199,709

### Pennsylvania Workforce Investment Board (PA)

*The Pennsylvania Plastics Initiative*

Grant amount: \$3,750,000

### Philadelphia Workforce Investment Board (DE, NJ, PA)

*Biotechnology Human Capital Investment Project*

Grant amount: \$1,500,000

### Rochester Institute of Technology (NY)

*Advanced Food and Beverage Manufacturing Institute of Upstate New York*

Grant amount: \$1,158,983

### St. Louis Workforce Investment Board (MO)

*Greater St. Louis Area Automotive Training Consortium*

Grant amount: \$1,499,998

### San Bernardino Community College District (CA)

*Skills Certification Project for Southern California*

Grant amount: \$1,618,334

### Techsolve, Inc. (OH)

*Automotive Lean/Six Sigma Training*

Grant amount: \$1,464,670

### Virginia Biotechnology Association (MD, VA)

*Virginia Advanced Manufacturing Technical Skills Project*

Grant amount: \$1,494,369

### Western Iowa Tech Community College (IA)

*Career Institute for Industrial Technologies*

Grant amount: \$1,498,548

### Workplace, Inc. (Southwestern Connecticut's Regional Workforce Development Board) (CT)

*Advanced Skills for Southwest Connecticut's Manufacturers*

Grant amount: \$2,000,000

## BACKGROUND

Over the course of five Executive Forums, ETA met with senior executives from more than 120 manufacturing firms and trade associations, representing a broad cross-section of the manufacturing industry. The research conducted over the course of this Advanced Manufacturing Initiative provides insight into what industry executives identify as their key workforce development concerns. It is clear that there is demand for new workers, recruited from new sources, trained with new skill sets, while incumbent workers need training to upgrade their skills. The following is a chronology of the advanced manufacturing forums that ETA conducted, as well as a snapshot of the workforce issues that were discussed in those forums.

For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Advanced Manufacturing High Growth Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *Advanced Manufacturing Industry Executive Forums*

- August 13, 2003, with the U.S. Department of Commerce, in Washington, D.C.
- March 18, 2004, with the National Association of Manufacturers, in Naples, FL
- March 29, 2004, with the National Association of Manufacturers Employer Group, in Miami, FL
- April 13, 2004, with the National Coalition for Advanced Manufacturing, in Chicago, IL
- May 27, 2004, with multiple manufacturing sectors, in Washington, D.C.

### *Advanced Manufacturing Industry Workforce Solutions Forum*

- June 7-8, 2004, in Dallas, TX

**Advanced Manufacturing Industry****WORKFORCE ISSUES***Training for innovation*

- Need to up-skill the incumbent workforce for new technologies
- Need to develop training programs that fit employer needs and constraints
- Need to integrate training programs for the supply chain

*Pipeline*

- Need to improve the public image of the industry in order to generate interest in manufacturing careers
- Need to develop 21st century recruitment strategies
- Need to address demographic shifts, including the retirement of the Baby Boomers, integrating the foreign-born workforce, and utilizing displaced workers and other alternative labor pools
- Need to improve the basic employability skills of entry-level workers

*Capacity building*

- Need for qualified instructors
- Need for updated equipment for training
- Need for defined competencies, and career ladders and lattices

A Webinar for the advanced manufacturing industry and the Manufacturing Extension Partnership (MEP) was held on December 8, 2005, and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report is available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg).

*BRG contact*

Steve Rietzke

## Aerospace Industry

### ETA IN ACTION

On December 20, 2006, President Bush signed into law legislation to establish an Interagency Aerospace Revitalization Task Force that is directed to develop a strategy for aerospace workforce development. This Act appoints the Assistant Secretary of Labor for Employment and Training to serve as the chair of an eleven member Task Force, and directs the Secretary or Administrator from the Departments of Commerce, Defense, Education, Energy, Homeland Security, Transportation, the National Science Foundation, NASA, and the White House to appoint members. The Task Force is committed to answering the Congressional mandate to maximize cooperation among departments and agencies of the Federal Government; developing integrated policies to promote and monitor programs in science, technology, engineering, and mathematics (STEM); establishing the appropriate partnerships to collect and disseminate information; and coordinating appropriate agency resources.

Working with key stakeholders from education, industry, and the public workforce system, the Task Force has worked throughout 2007 to identify strategies and solutions that will address the workforce needs of the aerospace industry and its related STEM and skilled-trade occupations. Through this engagement, the Task Force hosted an Aerospace Roundtable in October to identify solutions to the STEM workforce challenges facing the industry. The work of the Task Force culminated in a final report to Congress detailing the preliminary recommendations for strategies and solutions to help provide the aerospace industry access to a scientifically and technologically trained workforce. A critical lesson the Task Force has learned this year is that solutions to aerospace workforce issues are everywhere, and it is imperative to work collaboratively to strategically share and bring to scale successful approaches while leveraging expertise

and resources across member agencies and stakeholder organizations to ensure the development of a scientifically and technologically trained aerospace workforce.

In addition, the November 2002 final report of the President's Commission on the Future of the U.S. Aerospace Industry highlighted the need for an educated and prepared STEM workforce including a need for technical and engineering level workers to support the U.S. aerospace industry. ETA is in the process of implementing an aggressive strategy to support a 21st century STEM workforce.

### *Industry engagement*

Three of ETA's first generation WIRED regions – Florida's Great Northwest, Denver Metro, and California Innovation Corridor – are targeting the aerospace industry as a regional economic driver. Three third generation regions – Southern Arizona, South-Central Kansas, and Greater Albuquerque (NM) – are also focusing on the industry.

In addition, ETA has convened aerospace industry, education, and workforce development experts throughout the year for conversations regarding the Interagency Aerospace Revitalization Task Force and engaged in an important dialogue on the unique workforce challenges currently facing the aerospace industry.

### *Dissemination*

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

## Aerospace Industry

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

### Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of In Demand: Careers in Science-Technology-Engineering- Mathematics, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents,

teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at [www.careervoyages.com/indemandmagazine-stem.cfm](http://www.careervoyages.com/indemandmagazine-stem.cfm).

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### *Investment as of June 30, 2006: \$8,856,453 in seven grants*

Since October 2004, DOL has announced the award of 7 investments totaling nearly \$9 million to address the workforce needs of the aerospace industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the aerospace industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the aerospace industry to identify its hiring, training, and retention challenges in its sectors ranging from aerospace manufacturing to launch facility operation. For additional information on the aerospace investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

#### **Aerospace Development Center (AL)**

*Solutions Aerospace*

Grant amount: \$1,898,820

#### **Brevard Community College in partnership with American Technical Education Association (FL)**

*Cert-Tech: The National Certification Technician Program*

Grant amount: \$98,560

#### **Community Learning Center, Inc. (TX)**

*Aerospace Industry Training Project (AITP)*

Grant amount #1: \$2,860,000

Grant amount #2: \$1,168,400

#### **Edmonds Community College (WA)**

*The Triad Initiative*

Grant amount: \$1,475,045

#### **Florida Space Research Institute (FL)**

*Florida Aerospace Pilot Project*

## Aerospace Industry

Grant amount: \$355,628

### Houston-Galveston Area Council for the Gulf Coast Workforce Board (TX)

*Houston Area Aerospace Technology Skills Training*

Grant amount: \$1,000,000

## BACKGROUND

The President's High Growth Job Training Initiative began by conducting baseline research of the industry's needs. The final report of the Commission on the Future of the United States Aerospace Industry, issued in November 2002, was also used as a key reference source for identifying challenges and solutions. On March 10, 2004, an Executive Forum was held in Washington, D.C., with leaders in the aerospace industry; ETA agreed to host a solutions forum that would be comprised of business, industry, education and the public workforce system to begin prioritizing challenges and developing innovative solutions.

ETA hosted the Aerospace Workforce Solutions Forum on June 9-10, 2004, in Washington, D.C. Thirty-five aerospace stakeholders representing industry, education, labor organizations, the public workforce investment system, the states and federal government participated in the Aerospace Workforce Solutions Forum. The group developed 136 solutions, twenty-one solution matrices and identified six overall priority solutions, clustered in two priority areas, the Aging Workforce and the Loss of Technical Talent. The following section gives a brief summary of these priority solutions.

The introductory Webinar for the aerospace industry was held on November 15, 2005, and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report is available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Aerospace High Growth Industry Profile and the Aerospace Industry Report prepared for eta at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *Aerospace Industry Executive Forum*

- March 10, 2004, with the Aerospace Industry Association, in Washington, D.C.

### *Aerospace Industry Workforce Solutions Forum*

- June 9-10, 2004, in Washington, D.C.

## WORKFORCE ISSUES

### *Aging workforce*

- Preparing for the demographic cliff
- Addressing the loss of institutional memory, experience, and intellectual capital
- Protecting the skills base, including improving the basic employability skills of entry level workers

### *Loss of technical talent*

- Recruiting youth and diverse, nontraditional labor pools
- Reducing turnover and improving retention
- Improving the public image of the industry in order to retain talent and generate interest in aerospace careers
- Improving high tech skills

### *BRG contact*

Brad Wiggins

## Automotive Services Industry

### ETA IN ACTION

ETA's investments in the automotive industry have successfully addressed challenges in both the manufacturing and service sectors. As part of the Workforce Innovation in Regional Economic Development (WIRED) initiative, ETA, for the first time, is actively engaged in strategies to develop alternative energy. As part of the 2006-2007 automotive industry strategy, ETA plans to support an interagency effort to convene automotive industry leaders from the manufacturing and service sectors to understand the workforce challenges alternative energy presents.

In addition, ETA will continue to support the transition of automotive manufacturing communities across the nation through the utilization of a "community blueprint" that helps regions to analyze their assets and economic development drivers. These efforts will be supported through both the Interagency Working Group (IWG) on Manufacturing Competitiveness and through the BRG's participation in ETA's internal transformation activities, which model the principles of WIRED in all ETA programs.

ETA is implementing a demonstration of Career Advancement Accounts (CAAs) in five states, in response to recent automotive industry announcements that up to approximately 75,000 workers may be dislocated as a result of restructuring plans by both General Motors (GM) and Ford. The CAA demonstration will enable workers dealing with automotive industry and associated layoffs to gain the skills needed to enter, navigate, and advance in new careers in today's 21st century economy. At this time, of the approximately 10 states impacted by Ford and GM closure plans, five—Georgia, Michigan, Minnesota, Missouri, and Ohio—have chosen to participate in the CAA demonstration. ETA estimates that approximately 2,500–4,000 CAAs will be awarded under the demonstration. For more information on this demonstration, visit ETA Web site at [www.doleta.gov](http://www.doleta.gov).

### *Industry engagement*

Through the Interagency Working Group (IWG) on Manufacturing Competitiveness, ETA will support efforts to: 1) utilize ETA's Workforce Innovation in Regional Economic Development (WIRED) initiative to facilitate model partnerships among manufacturers, federal labs, universities, Manufacturing Extension Partnership centers, and other stakeholders to promote technology transition and deployment; 2) identify innovative strategies and solutions that address the critical workforce challenges that confront the advanced manufacturing industry; and 3) create tools and resources that various stakeholders may use to navigate the challenges of transformation from "traditional" to "advanced" manufacturing. In January of 2007, ETA presented a progress report to a meeting of the full IWG, summarizing ETA's activities that support the objectives of the IWG, including the Advanced Manufacturing Competencies Framework, Community Blueprint, and WIRED initiative. ETA will also continue to coordinate engagement with industry leaders to ensure that all strategies align with current industry priorities, which is critical to the success of this Interagency Working Group.

As a member of the Office of Science and Technology Policy (OSTP) Interagency Working Group (IWG) on Manufacturing Research and Development, ETA supported an interagency effort to convene thought leaders to discuss supply chain logistics, and is contributing to a report summarizing this forum. ETA also contributed a chapter to a forthcoming IWG report, describing the workforce challenges in manufacturing and the steps that ETA is taking to address them.

### *Dissemination*

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce

## Automotive Services Industry

system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

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All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

A High Growth Grantee, Automotive Retailing Today, participated in the Talent Plaza at Workforce Innovations 2006.

### Outreach

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### **Investments as of July 31, 2006: \$14,395,956 in 12 grants**

Since September 2004, DOL has announced the award of 11 investments totaling nearly \$12 million to address the workforce needs of the automotive industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the automotive industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the automotive industry to identify its hiring, training, and retention challenges in its sectors ranging from manufacturing skills to technician training. For additional information on the automotive investments, please see [www.doleta.gov/business](http://www.doleta.gov/business).

**Automotive Retailing Today (VA, national)**  
*Building America's Auto Dealership Workforce*  
Grant amount: \$150,000

**Automotive Youth Educational Systems (MI, national)**  
*On-Line High School Certification Program*  
Grant amount: \$600,000

**Automotive Youth Educational Systems (MI, national)**  
*Ramping Up AYES as the Exemplar Industry-Driven School to Career Learning Model*  
Grant amount: \$2,200,000

**Downriver Community Conference (MI)**  
*AutoAlliance International Vehicle Production Training*  
Grant amount: \$5,000,000

**Eastfield College (TX)**  
*Automotive Technologies Technical Education Partnership*  
Grant amount: \$837,424

**Gateway Technical College (WI, national)**  
*Upgrading the Nation's Automotive Program*  
Grant amount: \$900,000

**Girl Scouts of the USA (NY, national)**  
*"On the Road" Initiative*  
Grant amount: \$200,000

## Automotive Services Industry

**Kentucky Community and Technical College System (KCTCS) (KY)**  
*KCTCS Advanced Manufacturing Learning Center*  
 Grant amount: \$2,480,852

**National Institute for Automotive Service Excellence (national)**  
*ASE Bilingual Outreach Program*  
 Grant amount: \$300,000

**Pennsylvania Automotive Association (PA)**  
*Building Business and Education Partnerships in Urban Communities to Meet High-Skill 21st Century Workforce Demands: A Model for the Automotive Industry*  
 Grant amount: \$95,000

**Shoreline Community College (WA)**  
*Auto Sales and Service Training Pathways*  
 Grant amount: \$1,496,680

**United States Hispanic Chamber of Commerce Foundation (CA, FL)**  
*Metro 2-Step (Service Technician Education Program)*  
 Grant amount: \$136,000

### BACKGROUND

The introductory Webinar for the automotive services industry was held on May 24, 2005, and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report is available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Automotive High Growth Industry Profile and the Automotive Industry Report prepared for ETA at [www.doleta.gov/brg](http://www.doleta.gov/brg).

#### *Automotive Services Industry Executive Forum*

- October 30, 2002, with Automotive Youth Educational Systems, in Greenville, SC

#### *Automotive Services Industry Workforce Solutions Forums*

- April 16, 2003, in Washington, D.C.

- April 1, 2004, in Chantilly, VA

### WORKFORCE ISSUES

#### *Image and promotion*

- Negative public perception of the industry due to stereotypes and misinformation
- Lack of awareness about viable occupations that pay well and have growth potential
- Pipeline: recruiting young people and transitioning workers

#### *Diversity of the workforce: recruitment and retention*

- Increasing workforce diversity
- Improving the pipeline and the demographic make-up of the workforce in areas such as race, gender, and language diversity

#### *Capacity and instruction*

- Need to stress basic soft skills (communications, basic reading, writing and math, problem solving, and customer service skills)
- Need for resources and curriculum to stay current with today's technology
- Recruiting more teachers and trainers and ensuring that they are industry-certified and current in their field of knowledge
- Need for continuing education for instructors

#### *Training and education*

- Concern about new employees and the retraining (up-skilling) of incumbent employees
- New focus on the development of standardized curriculum, importance of industry-based certification for training programs

#### *BRG contact*

Steve Rietzke

## Biotechnology Industry

### ETA IN ACTION

ETA has actively supported the development of an educated and prepared biotechnology workforce through its High Growth investments. Currently, the bulk of ETA's 16 biotechnology investments are moving toward completion, and as this happens, ETA is initiating dialogue with grantees regarding sustainability and replication strategies. In addition, ETA is highlighting best practices and facilitating cross-project dialogue to encourage knowledge transfer among grantees. Also, the BRG continues to provide a forum for cross-project dialogue during the regularly scheduled Strategic Networking Group calls. In addition, ETA continues to support an educated and prepared biotechnology workforce through its science, technology, engineering, and mathematics (STEM) strategy.

#### *Industry engagement*

Over the past year, ETA's engagement with the biotechnology industry has been focused on continued guidance of the 16 biotechnology investments and linking newer investments to ETA's broader strategy. In addition, ETA has worked with Workforce Innovation in Regional Economic Development (WIRED) regions to develop and manage a community of practice for regions focused on bioscience. Through engagement with this group, ETA is working to develop a two-day Bioscience Institute for members to receive intensive technical assistance in areas critical to this sector, such as research and development, talent development, and capital formation.

ETA is working to develop a competency framework for use by industries that rely upon an educated and prepared workforce with skills in science, technology, engineering, and mathematics (STEM). This effort builds on existing standards, curricula, and certifications across multiple disciplines. The end product will be a competency model which is intended

### INVESTMENT SUCCESS

#### **Building a World-Class Biotechnology and Healthcare Workforce**

In response to the workforce crisis in the biotechnology and healthcare industries, the Indianapolis Private Industry Council (IPIC) has created and launched [www.BioWorksU.com](http://www.BioWorksU.com), an interactive website that features games, experiments, and other experiences to introduce youth to exciting careers in the high-demand life sciences industry. This virtual university takes students through a series of "buildings," "laboratories," and other resources to learn about life science careers and the skills and education needed to achieve them.

Through the High Growth Job Training Initiative grant awarded to IPIC, teachers and students nation-wide have access to resources and training materials on the BioWorksU website. Also, following the success of the launch, IPIC plans to introduce a Spanish-language version, as well as similar youth focused career-exploration sites for construction and advanced manufacturing in 2008.

to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Three of ETA's second generation WIRED regions – Delaware Valley Tri-State Area, Northern Alabama and Southern Tennessee,

**Biotechnology Industry**

and Utah's Wasatch Range — are targeting the biotechnology industry as a regional economic driver. Three third generation regions — Southern Arizona, North Oregon, and South Central & South West Wisconsin — are also focusing on this industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

**Dissemination**

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through

the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

**Outreach**

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at [www.careervoyages.com/indemandmagazine-stem.cfm](http://www.careervoyages.com/indemandmagazine-stem.cfm).

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

**Investments as of July 31, 2006:  
\$22,921,599 in 16 grants**

DOL awarded 16 investments totaling nearly \$23 million to address the workforce needs of the biotechnology industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the biotechnology industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the biotechnology industry to identify its hiring, training, and retention challenges in its sectors ranging from laboratory training to bio-tech manufacturing.

## Biotechnology Industry

These investments encompass grants that were awarded on June 7, 2005, as the result of a September 17, 2004, Solicitation for Grant Applications (SGA) announcing the availability of demonstration grant funds to address labor shortages, innovative training strategies, and other workforce challenges in the health care and biotechnology industries. Of the 12 grants awarded, 6 specifically focus on biotechnology workforce challenges. These grants are indicated with an asterisk below.

For additional information on the biotechnology investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

### Alameda County Workforce Investment Board (CA)

*Bay-Area Bio-Tech Consortium Career Pathway Project*

Grant amount: \$2,000,000

### Claflin University (SC)\*

*Orangeburg-Calhoun Area Biotechnology Consortium Project*

Grant amount: \$750,000

### Delaware Workforce Investment Board (DE)

*Youth Biotechnology Initiative*

Grant amount: \$250,000

### Forsyth Technical Community College (NC)

*Textiles to Technology Biotechnology Retraining Program*

Grant amount: \$754,146

### Forsyth Technical Community College (CA, IA, NC, NH, WA)

*National Centers for the Biotech Workforce Concept Proposal*

Grant amount: \$5,000,000

### Indianapolis Private Industry Council, Inc. (IN)\*

*BioNet: Preparing Highly Skilled Workers for the Healthcare and Biotechnology Industries*

Grant amount: \$1,000,000

### Indian Hills Community College (IA)

*Iowa Biotechnology/Bioprocessing Workforce Development Project*

Grant amount: \$996,250

### Job Path, Inc. (AZ)\*

*Arizona Biotechnology Career Ladder*

Grant amount: \$276,393

### Lakeland Community College (OH)

*Biotechnology Workforce Development Program*

Grant amount: \$333,485

### Massachusetts Biotechnology Education Foundation (MA)

*Massachusetts BioCareer Lab*

Grant amount: \$1,372,250

### Miami-Dade Community College (FL)\*

*Biosciences Job Growth Initiative*

Grant amount: \$1,000,000

### Orange County, California, Workforce Investment Board (CA)\*

*Workforce Development Partnership to Address Regional Workforce Needs in Biotechnology Occupations*

Grant amount: \$1,000,000

### Pittsburgh Life Sciences Greenhouse (PA)

*Biotechnology Training: Creating a Hybrid Professional*

Grant amount: \$2,433,160

### The San Diego Workforce Partnership (CA)

*A Partnership for Defining the Biotech Workforce*

Grant amount: \$2,510,117

### Temple College (TX)\*

*Central Texas Biotechnology Employment-to-Education Model*

Grant amount: \$920,495

### Workforce Alliance, Inc. (FL)

*Florida Atlantic University (FAU) Biotech Training Program*

Grant amount: \$2,325,303

**Biotechnology Industry****BACKGROUND**

The \$33.6 billion biotechnology industry was selected for the President's High Growth Job Training Initiative because of the emerging nature of the industry, the need for quality workers, from technicians to Ph.D. level scientists, and the projection that the biotechnology industry will employ 814,900 individuals in the United States by 2007.

The emerging nature of the industry affords employers the opportunity to offer jobs in biotechnology that are enticing to potential job seekers. Biotechnology occupations are attractive because they are located across the nation, provide a professional work environment, and include a range of higher wage levels above many traditional occupations. Further, the biotechnology industry is creating excellent and diverse opportunities in a wide range of areas. While many jobs in the biotechnology industry are in traditional life sciences, the industry also offers careers in computer science, information technology, regulatory affairs, quality control and assurance, sales and marketing, manufacturing, and facilities and infrastructure management.

The introductory Webinar for the biotechnology industry was held on September 14, 2005, and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report is available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Biotechnology High Growth Industry Profile and the Biotechnology Industry Report prepared for ETA at [www.doleta.gov/brg](http://www.doleta.gov/brg).

***Biotechnology Industry Executive Forums***

- May 16, 2003, with the Delaware Biotechnology Institute, in Wilmington, DE
- November 11, 2003, with BIOCUM, in San Diego, CA
- March 23, 2004, with IBIO, in Chicago, IL

***Biotechnology Industry Workforce Solutions Forum***

- March 23, 2004, in Chicago, IL

**WORKFORCE ISSUES*****Pipeline***

- Recruitment
- Retention

***Skills, competencies, and training***

- Competencies and career ladders
- Mapping to other industries

***Image and outreach to the public***

- Data and definition
- Image

***BRG contact***

Amanda J. Eichelkraut

## Construction Industry

### ETA IN ACTION

The construction industry is projected to experience a substantial increase in total employment in its own right; in addition, other sectors and industries depend on the construction industry to build and maintain their facilities and infrastructure. In an effort to help ensure the continued health of the industry, and provide workers with career opportunities and pathways in this growing area of the economy, ETA has worked with industry stakeholders to identify the workforce challenges facing the industry and invested in an array of innovative workforce solutions that target these needs.

Construction contractors and workers play a pivotal role in the U.S. energy industry. The energy industry depends on skilled trades workers to maintain and expand the energy infrastructure, including maintaining and updating current facilities and building new facilities across the country. However, a key challenge for the U.S. energy industry is the shortage of these skilled craftsmen, as well as utility workers. Appropriately addressing this challenge will provide workers with high-wage employment opportunities with established career pathways in construction, as well as the energy industry.

In August 2007, ETA, in partnership with industry leaders and the Southern Governors' Association (SGA), held an Energy Skilled Trades Summit in Biloxi, Mississippi. The Summit focused on the critical workforce challenges of the energy and construction industries in the Southeastern United States and helped states develop regional strategies that address these challenges and promote economic growth. The summit included two key meetings, an executive session and a workforce solutions forum immediately following. The executive session was attended by four governors and over twenty CEOs of major energy and construction firms. Deputy Secretary of Energy, Clay Sell, and Assistant Secretary

Emily Stover DeRocco, addressed over 300 attendees of the Summit.

Immediately following, senior executives from state workforce and economic development agencies, education, and industry attended the workforce solutions forum. Key topics included Career Awareness and Outreach, Policy and Education, Untapped Pools of Labor, and Funding Strategies. Following the principles outlined in the executive meeting, attendees began to develop state action plans for improving synergy between industry and the education, workforce, and economic development systems. The meeting ended with a pledge from industry leaders to support the state planning teams. Assistant Secretary DeRocco also pledged support from ETA, including: (1) Continuing webinars and technical assistance to check in and assist state teams; (2) Follow-up through industry conferences and the annual Workforce Innovations conference; and (3) A Solicitation for Grant Applications (SGA) in Energy Skilled Trades.

All materials from the Energy Skilled Trades Summit are available online at <http://www.workforce3one.org/content/public/esummit.cfm>

### *Grant awards*

ETA plans to announce a second round of funding under the President's High Growth Job Training Initiative for energy in early 2008 with the publication of a Solicitation for Grant Applications (SGA) in the Energy Industry and the Construction and Skilled Trades in the Energy Industry. The SGA will outline criteria for the submission of regionally focused, partnership-based applications that will further implement the Workforce Innovation in Regional Economic Development (WIRED) conceptual framework, while meeting the workforce needs of the energy industry and related industries like construction. The full notice will be avail-

## Construction Industry

able on the Employment and Training Administration's Web site at [www.doleta.gov](http://www.doleta.gov).

### *"Skills to Build America's Future"*

"Skills to Build America's Future" is a unique initiative to promote the value of and career opportunities in skilled trades. Launched on April 6, 2004, this initiative is sponsored by the U.S. Department of Labor, the Construction Industry Round Table, National Association of Home Builders, and the National Heavy & Highway Alliance and affiliated unions. By increasing awareness of the skilled trades and the training, education, and apprenticeship opportunities that can help prepare individuals for these positions, "Skills to Build America's Future" will help ensure that youth and workers exploring new careers take advantage of employment opportunities in the construction industry. Key components of "Skills to Build America's Future" include a coordinated outreach effort with the U.S. Department of Education to schools, outreach to governors and/or state legislatures, job fairs and other events, and sponsorships with sports leagues.

### *Industry engagement*

ETA's future activities will focus on the following areas:

- Developing stronger connections between registered apprenticeship programs and the public workforce system
- Enhancing partnerships with leading construction industry associations with a focus on sharing workforce resources they have developed for their members and partners with the workforce system and its partners, and connecting their state chapters and members to workforce investment boards (WIBs) and One-Stop Career Centers
- Building off the WIRED model, identifying two to three local areas where WIBs are involved in sectoral strategies targeted at the construction industry and working with WIBs to help them engage additional partners and implement strong regional construction collaborations

ETA has worked with industry leaders in the construction industry to define the career pathways in the industry. The resulting model has been used to populate industry-specific information on the Career Voyages Web site.

Two of ETA's first generation WIRED regions—Mid-Michigan and Florida's Great Northwest—are targeting the construction industry as a regional economic driver. Four third generation WIRED regions—South-Central Idaho, South-eastern Mississippi, Pacific Mountain Washington, South Central & South West Wisconsin—are also focusing on the industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

### *"Gulf Coast investment support"*

On November 20, 2005, ETA launched the Pathways to Construction Employment Initiative to promote the economic recovery of Louisiana and Mississippi in the wake of Hurricanes Katrina and Rita. This initiative focuses on helping workers in areas impacted by the hurricanes enter a career pathway in construction, while simultaneously assisting critical rebuilding efforts in the Gulf Coast region. Grants of \$5 million each were awarded to the Louisiana Community and Technical College System, working in close partnership with the Louisiana Department of Labor, and the Mississippi Department of Employment Security, working in close partnership with the Mississippi State Board for Community and Junior Colleges. In each state, the Pathways to Construction Employment Initiative has four primary components: establishment of Reconstruction Centers of Excellence, career awareness and outreach activities, assessment and access to basic skills training, and pathways to employment.

### *Dissemination*

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities.

## Construction Industry

ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

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All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

A High Growth Grantee, Home Builders Institute, participated in the Apprenticeship Plaza at Workforce Innovations 2007.

### *Outreach*

In November 2005, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published *In Demand: Careers in Construction*. The magazine highlights job opportunities and career paths for young people and tips on career awareness for parents,

teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available online at [www.careervoyages.com/indemandmagazine-construction.cfm](http://www.careervoyages.com/indemandmagazine-construction.cfm).

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Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### *Investments as of July 31, 2006: \$35,134,804 in nine grants*

Since February 2003, DOL announced the award of 9 investments totaling over \$35 million to address the workforce needs of the construction industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the construction industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the construction industry to identify its hiring, training, and retention challenges. For additional information on the construction investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

**American College of the Building Arts (SC)**  
*Training the Masters of the Building Arts*  
Grant amount: \$2,750,000

## Construction Industry

### **Associated General Contractors of America (AK, FL, KY, MS, NE, OR, TN, TX, WI)**

*Construction Career Academies*  
Grant amount: \$235,500

### **Chicago Women in Trades (IL)**

*Women in Skilled Trades*  
Grant amount: \$2,092,343

### **Home Builders Institute (AZ, CA, CT, FL, ID, KY, NY, PA, SC, VA)**

*Building Today's Workforce for Tomorrow*  
Grant amount: \$4,268,454

### **Honolulu Community College (HI)**

*Rebuilding the Construction Workforce in Hawaii: Preparing Youth for High-Demand Careers*  
Grant amount: \$1,400,000

### **Louisiana Community and Technical College System (LA)**

*Pathways to Construction Employment Initiative: Linking Workers with Construction Career Opportunities*  
Grant amount: \$4,998,800

### **Mississippi Department of Employment Security (MS)**

*Pathways to Construction Employment Initiative: Linking Workers with Construction Career Opportunities*  
Grant amount: \$5,000,000

### **The St. Louis Carpenters Joint Apprenticeship Program (MO)**

*Eastern Missouri Pathways to Careers in Advanced Manufacturing and Construction Technology*  
Grant amount: \$2,187,107

### **YouthBuild USA (30 sites nationwide)**

*Incarcerated Youth Re-entry Program*  
Grant amount: \$12,202,600

## BACKGROUND

The construction industry was selected for the President's High Growth Job Training Initiative because it is projected to experience substantial employment growth, other sectors of the

economy depend on the construction industry to build and maintain the facilities and infrastructure that are vital to their daily operations, and many occupations in construction (e.g. carpenters, electricians) are also integral to other industries, so workforce solutions that target these occupations may benefit other industries as well.

ETA Assistant Secretary Emily Stover DeRocco convened five Executive Forums in Washington, D.C. with leaders in the construction industry to learn more about the industry's workforce challenges. Industry leaders informed ETA that construction is experiencing workforce challenges in four broad areas: image, recruiting, youth skill development, and entry-level and incumbent worker skill development. ETA then hosted a Construction Workforce Solutions Forum where approximately 60 industry leaders identified over 400 potential solutions to the industry's workforce challenges.

The introductory Webinar for the construction industry was held on June 14, 2005, and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report is available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). For additional background information about the industry's Executive and Workforce Solutions Forums, and details on the grants, please see the Construction High Growth Industry Profile and the Construction Industry Report prepared for ETA at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### **Construction Industry Executive Forums**

- April 5, 2004, on building construction, in Washington, D.C.
- April 28, 2004, with the Construction Industry Round Table, in Washington, D.C.
- April 29, 2004, on heavy construction, in Washington, D.C.
- April 30, 2004, on heavy construction, in Washington, D.C.
- June 2, 2004, with training directors, in Washington, D.C.

## Construction Industry

### *Construction Industry Workforce Solutions Forum*

- June 16–17, 2004, in Irving, TX

### WORKFORCE ISSUES

#### *Image and outreach to the public*

- Improving the image of the industry in a variety of areas, such as skill requirements, safety, career ladders
- Enhancing the image of the industry with a variety of audiences, such as youth, parents, guidance counselors/educators

#### *Recruitment*

- Recruiting youth
- Recruiting from non-traditional labor pools
- Recruiting from traditional labor pools

#### *Skill development and education and training capacity: Youth*

- Skill levels of youth
- Capacity and capability of education and training providers
- Partnership and information sharing among key stakeholders

#### *Skill development and education and training capacity: Entry-level workers and incumbent workers*

- Skill levels of entry-level workers
- Leadership and management skills of incumbent workers
- Capacity and capability of education and training providers
- Partnership and information sharing among key stakeholders

#### *BRG contact*

Darren Winham

## Energy Industry

### ETA IN ACTION

The energy industry remains a critical driver in our nation's economic and national security. ETA's initial investments in energy are currently focusing on training workers and creating products that will be useful for others. ETA recognizes the need for more accurate data on the availability of skilled workers for the energy industry and a clearer understanding of the skills those workers need, including other industries' demand for similarly skilled workers. Therefore, ETA, through the BRG, is pursuing a multi-part strategy to engage industry leaders in meeting the workforce challenges of the industry: first, a comprehensive study on the energy workforce; second, a summit on skilled trades; and third, an active engagement in renewable energy.

A key challenge for the U.S. energy industry is the shortage of skilled craftsmen and utility workers. The energy industry depends on the skilled trades and energy maintenance and line-workers to maintain and expand the energy infrastructure, including maintaining and updating current facilities and building new facilities across the country. Appropriately addressing this challenge will provide workers with high-wage employment opportunities with established career pathways in energy, as well as the construction industry.

In August 2007, ETA, in partnership with industry leaders and the Southern Governors' Association (SGA), held an Energy Skilled Trades Summit in Biloxi, Mississippi. The Summit focused on the critical workforce challenges of the energy and construction industries in the Southeastern United States and helped states develop regional strategies that address these challenges and promote economic growth. The summit included two key meetings, an executive session and a workforce solutions forum immediately following. The executive session was attended by four governors and over twenty CEOs of major energy and construction firms. Deputy Secretary of Energy, Clay Sell, and Assistant

### INVESTMENT SUCCESS

#### Get into Energy

Created in part by a High Growth Job Training Initiative Grant, [www.getintoenergy.com](http://www.getintoenergy.com) is an energy industry career-oriented website developed and maintained by the Center for Energy Workforce Development (CEWD). It is designed to build awareness among students, parents, teachers, guidance counselors, as well as working adults who are considering a career change.

Through this High Growth Job Training Initiative grant, "Get into Energy" provides valuable career and training tools and an inside look at opportunities in the energy field for students, parents, and educators nation-wide.

Secretary Emily Stover DeRocco, addressed over 300 attendees of the Summit.

Immediately following, senior executives from state workforce and economic development agencies, education, and industry attended the workforce solutions forum. Key topics included Career Awareness and Outreach, Policy and Education, Untapped Pools of Labor, and Funding Strategies. Following the principles outlined in the executive meeting, attendees began to develop state action plans for improving synergy between industry and the education, workforce, and economic development systems. The meeting ended with a pledge from industry leaders to support the state planning teams. Assistant Secretary DeRocco also pledged support from ETA, including: (1) Continuing webinars and technical assistance to check in and assist state teams; (2) Follow-up through industry conferences and the annual Workforce Innovations conference; and (3) A Solicitation for Grant Applications (SGA) in Energy Skilled Trades.

## Energy Industry

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### *Grant awards*

ETA plans to announce a second round of funding under the President's High Growth Job Training Initiative for energy in early 2008 with the publication of a Solicitation for Grant Applications (SGA) in the Energy Industry and the Construction and Skilled Trades in the Energy Industry. The SGA will outline criteria for the submission of regionally focused, partnership-based applications that will further implement the Workforce Innovation in Regional Economic Development (WIRED) conceptual framework, while meeting the workforce needs of the energy industry and related industries like construction. The full notice will be available on the Employment and Training Administration's Web site at [www.doleta.gov](http://www.doleta.gov).

### *Workforce study*

ETA is working with the National Academies to launch a comprehensive study on the energy industry workforce. The Energy Policy Act of 2005, in separate provisions, mandated studies on the availability of skilled workers for the energy industry. The Act directed that the National Academy of Sciences should conduct a study focused on oil, gas, and mining. ETA convened a meeting last summer of federal and industry stakeholders to discuss a scope of work expanded to include electricity production and distribution, including nuclear. Industry partners agree that comprehensive quantitative and qualitative data on the industry's significant workforce challenges will be invaluable as we work with the energy industry, our Federal partners, and other stakeholders including the workforce system to ensure the continued viability of this essential industry.

### *Industry engagement*

ETA is continuing its work with leaders in the energy industry to develop a framework for competencies for the industry as a whole. This

effort builds on existing standards, curricula, and certifications in the field of energy. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Four of ETA's first generation WIRED regions—Central and Eastern Montana, Denver Metro, Upstate New York, and Mid-Michigan—are targeting the energy industry as a regional economic driver. Two second generation regions—Arkansas Delta and Southeast Michigan—are also focusing on the industry. Finally, six of ETA's third generation WIRED regions—South-Central Idaho, Southeast Missouri, Minnesota Triangle, Central New Jersey, Greater Albuquerque (NM), and Pacific Mountain Washington—are targeting the energy industry and related sectors. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

### *Dissemination*

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Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

**Investments as of July 31, 2006:  
\$27,093,668 in 11 grants**

Since February 2003, DOL has announced the award of 11 investments totaling more than \$27 million to address the workforce needs of the energy industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the energy industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the energy industry to identify its hiring, training, and retention challenges in its sectors ranging from oil and gas to utilities and mining. For additional information on the energy investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

**Alaska Department of Labor and Workforce Development (AK)**

*Alaska's High Growth Job Training Initiative for the Energy Industry*

Grant amount: \$7,000,000

**Center for Energy Workforce Development (CEWD) (national)**

*Meeting the Demand for America's Energy Workforce: Get Into Energy*

Grant amount: \$98,270

**College of Eastern Utah (UT)**

*Energy Training Center*

Grant amount: \$2,737,804

**High Plains Technology Center (OK)**

*Strengthening the Oil and Gas Industry*

Grant amount: \$1,546,463

## Energy Industry

### Oklahoma Department of Career and Technical Education (OK)

*Strengthening the U.S. Upstream Oil and Gas Industry*

Grant amount: \$2,363,539

### Pennsylvania State University (PA)

*Mine Training and Placement Center*

Grant amount: \$503,210

### San Juan College Regional Training Center (NM)

*Oil and Gas Industry Training Project*

Grant amount: \$2,113,127

### University of Missouri-Columbia (MO)

*Center of Excellence for Radiation Protection Technology*

Grant Amount: \$2,305,995

### West Kentucky Workforce Investment Board (KY)

*Kentucky's Demand-Driven Response to the Coal Industry Workforce Crisis*

Grant amount \$3,025,260

### West Virginia University (WV)

*Mine Training and Placement Center*

Grant amount: \$3,000,000

### Wyoming Department of Workforce Services (WY)

*Rocky Mountain Oil and Gas Training Center*

Grant amount: \$2,400,000

## BACKGROUND

An industry report will be available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Energy High Growth Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *Energy Industry Executive Forums*

- July 13, 2004, with the Nuclear Energy Institute, in Washington, D.C.

- September 14, 2004, with the Edison Electric Institute and the American Gas Association, in Washington, D.C.
- September 27, 2004, with the National Mining Association, in Las Vegas, NV
- October 18, 2004, with the American Petroleum Institute, in Pasadena, CA
- October 26–27, 2004, with the Independent Petroleum Association of America and Cooperating Associations, in Austin, TX
- March 31, 2005, with the West Virginia Coal Association, in Charleston, WV

### *Energy Industry Workforce Solutions Forum*

- December 14–15, 2004, in Houston, TX

## WORKFORCE ISSUES

### *Preparing for the demographic cliff*

- Improving the energy industry's public image
- Increasing available labor pools
- Maintaining a stable labor supply

### *Education and training programs*

- Developing new training programs
- Improving existing programs
- Expanding successful models

### *Skill development*

- Transferring knowledge from the aging workforce
- Preparing entry-level workers
- Developing competency models and career ladders

### *BRG contact*

Darren Winham

## Financial Services Industry

### ETA IN ACTION

The financial services industry is a critical driver of the nation's economy. Each year, the industry generates over \$2 trillion, representing 20.6 percent of the Gross Domestic Product. ETA, through the BRG, is focused on targeting investments and activities to successfully engage untapped labor pools, including military spouses, individuals with disabilities, and at-risk youth. ETA is also executing strategies to serve industry's needs when companies open new facilities (particularly call centers) and when they transition workers.

Recognizing the impact of the influx of military families in communities affected by military base realignment and closure (BRAC) activities across the country, ETA is committed to developing career pathways for military families in service sector industries to enhance regional economic development. ETA is engaging financial services industry leaders to develop strategies and is pursuing industry partnerships to explore opportunities for targeted workforce solutions.

#### *Grant awards*

On July 18, 2006, U.S. Secretary of Labor Elaine L. Chao announced \$6 million in grants to five organizations to prepare workers for careers in the financial services industry. The full press release, including a list of the grantees, is available on the Employment and Training Administration's Web site at [www.doleta.gov](http://www.doleta.gov).

#### *Industry engagement*

ETA is working with industry leaders in the financial services industry and the Financial Services Roundtable to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of financial services. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for

separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

The first generation Workforce Innovation in Regional Economic Development (WIRED) region in Northeast Pennsylvania, and the second generation region in Southwestern Connecticut, are targeting the financial services industry as a regional economic driver. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

#### *Dissemination*

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

## Financial Services Industry

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

### Outreach

A Webinar for the financial services industry was held on October 16, 2006, and can be found at [www.workforce3one.org](http://www.workforce3one.org).

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### Investments as of July 31, 2006: \$5,989,023 in five grants

In July 2006, DOL announced the award of five investments totaling nearly \$6 million to address the workforce needs of the financial services industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the financial services industry regarding their efforts to identify challenges and implement effective workforce strategies. For additional information on the financial services investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

#### Arch Training Center (D.C.)

*Bridges to Independence*  
Grant amount: \$269,193

#### Connecticut Department of Economic and Community Development/The Workplace, Inc. (CT)

*Insurance and Financial Services Center for Educational Excellence*  
Grant amount: \$2,748,405

#### Ohio Board of Regents/Jobs for America's Graduates (FL, LA, OH)

*Financial Services Jobs for America's Graduates*  
Grant amount: \$1,178,425

#### Florida Agency for Workforce Innovation/Tampa Metropolitan Area YMCA (FL)

*Transition to Adulthood Project*  
Grant amount: \$793,000

#### International Association of Jewish Vocational Services (IAJVS) (CA, NJ)

*Workforce Strategies for the Financial Services Sector: A National Model for Individuals with Disabilities*  
Grant amount: \$1,000,000

## BACKGROUND

Through four Executive Forums and a Workforce Solutions Forum, ETA met with executives from corporations and firms in the banking and insurance sectors, along with representatives of educational institutions and state economic development entities. The information collected over the course of the High Growth Initiative in financial services provides insight into what industry executives identify as their key workforce development concerns. It is clear that there is demand for new workers, recruited from new sources, trained with new skill sets, along with training for incumbent workers to upgrade their skills.

For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Financial Services Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### Financial Services Industry Executive Forums

- April 7, 2005, with the Insurance Conference Group, in Naples, FL
- April 19, 2005, in Charlotte, NC
- May 10, 2005, in Long Island City, NY
- May 20, 2005, in Des Moines, IA

**Financial Services Industry***Financial Services Industry Solutions Forum*

- June 29-30, 2005, in Chicago, IL

**WORKFORCE ISSUES***Recruitment and retention*

- Accessing untapped labor pools
- Career awareness and developing a worker pipeline
- Worker retention and life-work balance

*Competency models and career ladders and lattices*

- Articulating skill needs
- Defining career paths and identifying consistent models

*Training: Implementation and service delivery*

- Strategies for entry-level and incumbent workers

*BRG contacts*

Katie Anderson

## Geospatial Technology Industry

### ETA IN ACTION

Geospatial technology remains an emerging and evolving industry. Initial engagements with the industry identified baseline workforce challenges, including supporting efforts to ensure that there are enough workers to meet the growing demand for a technical workforce. ETA has since reached out to geospatial technology grantees to dialogue on next steps for industry engagements, including the promotion of ETA's investments to Workforce Innovation in Regional Economic Development (WIRED) regions. In addition, the BRG continues to support an educated and prepared geospatial technology workforce through its science, technology, engineering, and mathematics (STEM) strategy.

#### *Industry engagement*

ETA has been working closely with grantees in an attempt to ensure broad acceptance and buy-in of industry definitions developed through ETA investments. During 2007, ETA has provided information and guidance related to our engagement with this evolving industry, specifically through presentations on ETA investments and baseline work in development of a skill competencies framework to the Oceans Research and Resources Advisory Panel (ORRAP) and to representatives of the Australian government.

ETA is working to develop a competency framework for use by industries that rely upon an educated and prepared workforce with skills in science, technology, engineering, and mathematics (STEM). This effort builds on existing standards, curricula, and certifications across multiple disciplines. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of

changing technology and reflect the changing requirements of specific regions or businesses.

The first generation WIRED region in Upstate New York, and the second generation region in the Arkansas Delta, are targeting the geospatial technology industry as a regional economic driver. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

#### *Dissemination*

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Govern-

## Geospatial Technology Industry

nors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

A High Growth grantee, Kidz Online, participated in the Talent Plaza at Workforce Innovations 2006.

### Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at [www.careervoyages.com/indemandmagazine-stem.cfm](http://www.careervoyages.com/indemandmagazine-stem.cfm).

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### Cross-industry activities

ETA's engagement with biotechnology, geospatial technology, homeland security, information technology, and nanotechnology has led to the understanding of shared interdependencies and overlapping competencies, skill needs, and similar workforce challenges. These common-

alities provide a unique opportunity within the context of a broader science, technology, engineering, and mathematics (STEM) strategy.

### *Investments as of June 30, 2006: \$6,438,653 in six grants*

Since September 2004, DOL has announced the award of 6 investments totaling over \$6 million to address the workforce needs of the geospatial industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the geospatial industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the geospatial industry to identify its hiring, training, and retention challenges. For additional information on the geospatial investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

#### **Geospatial & Information Technology Association (CO)**

*Defining and communicating Geospatial Industry Workforce Demand*

Grant amount: \$695,362

#### **Institute for GIS Studies (NC, TN)**

*Geospatial Business Hub Project*

Grant amount: \$2,000,000

#### **Kidz Online (CA, VA)**

*The Geo 21 Project*

Grant amount: \$1,000,000

#### **Rancho Santiago Community College District (CA, MO)**

*A Model for Connecting the Geospatial Technology Industry to Community College Workforce Development*

Grant amount: \$187,939

#### **The University of Southern Mississippi (MS)**

*Geospatial Technology Apprenticeship Program*

Grant amount: \$1,565,227

#### **W.F. Goodling Advanced Skills Center (PA)**

*Geospatial Imagery Analysis and Practical Applications*

Grant amount: \$990,125

## Geospatial Technology Industry

### BACKGROUND

The geospatial technology industry has been selected as one of 14 targeted industries under the President's High Growth Job Training Initiative primarily because it currently meets many of the criteria for an emerging market sector. The worldwide market for geospatial technologies has enormous potential, with the most frequently quoted growth figures estimating the geospatial market at \$5 billion. This growth is due to many factors, including the industry's importance to national economic and security interests.

Job opportunities in geospatial technology are growing in step with the needs of the industry. General data provided by the Bureau of Labor Statistics (BLS) indicates that the architecture and engineering occupations group, including surveyors, cartographers, photogrammetrists, and surveying technicians, which represent key geospatial occupational categories, is one of the occupational groups projected to have the fastest job growth.

As an emerging industry, geospatial technology encounters a variety of issues common to such industries. There is not yet an industry-wide definition of the scope of the disciplines or the training and credentials required to work in the industry. There is no single organization tracking all relevant jobs within the geospatial industry, and there are no comprehensive job descriptions or salary information for all relevant job opportunities.

The introductory Webinar for the geospatial industry was held on February 15, 2006, and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report will be available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Geospatial Technology High Growth Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *Geospatial Technology Industry Executive Forum*

- April 10, 2003, in Colorado Springs, CO

### *Geospatial Technology Workforce Solutions Forums*

- July 24–25, 2003, in Washington, D.C.
- March 9, 2004, in Washington, D.C.

### WORKFORCE ISSUES

#### *Skills, competencies, and training*

- Aligning training with industry-developed competency models
- Developing competency models for new applications of geospatial technology
- Preparing entry-level workers with basic skills

#### *Image and outreach to the public*

- Data and definition
- Image

#### *Pipeline*

- Recruiting young workers through apprenticeship and high school/college/dual-enrollment agreements
- Tapping nontraditional labor pools to diversify the workforce

#### *BRG contacts*

Brad Wiggins

## Health Care Industry

### ETA IN ACTION

The health care industry remains a critical driver in regional economies across the nation, and continued efforts to address the critical workforce challenges in the industry is paramount to our nation's competitiveness. ETA will continue to play a role in supporting high-impact, national and regional workforce development solutions that capitalize on industry leaders' expertise to develop scalable, systemic training solutions resulting in a steady stream of skilled nurses and long-term care workers. Specific focus will be given to supporting workforce developing in the key areas highlighted by the industry: 1) regional workforce development strategies for the long-term care sector; 2) model technology-based learning strategies to build nursing education capacity; and 3) system-wide dissemination of best practices to support regional health care workforce development efforts across the country.

#### *Long-term Care Initiative*

Recognizing the need for ongoing workforce solution development for the health care industry, ETA is playing a leadership role in supporting regional, systemic long-term care workforce development strategies. ETA has developed a comprehensive long-term care investment strategy, which includes competitively awarded grants and targeted technical assistance for both grantees and the workforce system as a whole. On June 26, 2007, ETA announced the award of \$3 million in grants to six organizations to prepare workers for careers in long-term care. Successful applications were drawn from a pool of 77 applicants competing for awards of approximately \$500,000 each. Activities supported by the funded grants include developing a certified nursing assistant (CNA) career track and delivering on-the-job talent development programs; preparing community college students to advance up the nursing career ladder through a number of credential and certification programs; and implementing a direct care worker

career pathway. These programs and others will provide talent development solutions that are industry-driven and address the long-term care sector's employment challenges. Programs developed and implemented with the help of today's awards will be part of regional efforts to create pools of qualified workers from which the long-term care industry can draw.

#### *Technology-based learning*

Limited capacity of health care training programs across the country is currently one of the nation's most pressing health care workforce challenges. For example, an estimated 150,000 qualified nursing school applicants were turned away in 2004. To help address these challenges, ETA is exploring the role of technology-based learning in helping to expand both didactic and clinical training capacity, with a focus on the nursing occupations.

#### *Industry engagement*

Both technology-based learning and long-term care priorities were highlighted at Workforce Innovations 2007, along with the role the apprenticeship model can play in helping health care workers advance along career pathways.

ETA is working with industry leaders in the health care industry to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of health care. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Six of ETA's first generation Workforce Innovation in Regional Economic Development

## Health Care Industry

(WIRED) regions—Greater Kansas City, Mid-Michigan, Florida’s Great Northwest, Piedmont Triad, Western Alabama and Eastern Mississippi, and West Michigan—are targeting the health care industry as a regional economic driver. Two second generation regions—Northern New Jersey and Tennessee Valley—are also focusing on the industry. Four third generation regions—Central Kentucky, South Central and South West Wisconsin, South-Central Kansas, and Southeast Missouri—are targeting the health care industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

### *Dissemination*

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All of our workforce solutions can be accessed through Workforce3One, ETA’s dynamic web space designed for sharing innovating resources, tools, and learning events.

Two High Growth grantees, Council for Adult and Experiential Learning (CAEL) and Paraprofessional Healthcare Institute, participated in Apprenticeship Plaza at Workforce Innovations 2007.

### *Outreach*

In May 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published *In Demand: Careers in Health Care*. The magazine highlights job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on-line at [www.careervoyages.com/indemandmagazine-healthcare.cfm](http://www.careervoyages.com/indemandmagazine-healthcare.cfm).

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## Health Care Industry

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Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### *Investments as of June 30, 2007: \$46,244,709 in 35 grants*

Through multiple forums, ETA has listened to employers, industry associations, labor-management organizations, and others in the health care industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the health care industry to identify its hiring, training, and retention challenges in its sectors ranging from long-term care to allied health, to nurse training. For additional information on the health care investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

**1199 SEIU League Grant Corporation (League 1199 SEIU Training/ Upgrading Fund)**  
*The Contextualized Literacy Pre-LPN Program*  
Grant amount: \$192,500

**American Health Care Association Foundation (AHCA)**  
*Developing Partnerships and Initiatives to Resolve Long-Term Care Workforce Challenges*  
Grant amount: \$113,296

**Berger Health System**  
*Three-Year University Based Associate Degree Nursing Program On Site At A Rural Community Hospital*  
Grant amount: \$200,000

**Board of Regents of University of Wisconsin (State of Wisconsin)**  
*State of Wisconsin Initiative to Fast Track Nurse Educators*  
Grant amount: \$1,365,101

**Capital Idea**  
*Efficacy of Tutoring to Reduce Health Care Occupation Bottleneck*  
Grant amount: \$224,088

**Capital Workforce Partners**  
*CNA Advancement Initiative*  
Grant amount: \$506,836

**Catalyst Learning**  
*School at Work*  
Grant amount: \$3,176,000

**City of Los Angeles, Community Development Department**  
*Stand and Deliver Youth HGJTI Health Care Project Out-of-School to Career*  
Grant amount: \$1,196,000

**Colorado Department of Labor and Employment**  
*Colorado Workforce Innovation and Technology Demonstration*  
Grant amount: \$1,600,000

**Columbia Gorge Community College**  
*Rural Health Care Job Training Pilot Economic Recovery Demonstration Project*  
Grant amount: \$1,250,000

**Council for Adult and Experiential Learning (CAEL)**  
*Health Care Career Ladder Project*  
Grant amount: \$2,555,706

**CVS Regional Learning Center**  
*CVS Apprenticeship Program and Incumbent Worker Advancement Initiative*  
Grant amount: \$1,757,981

**Evangelical Lutheran Good Samaritan Society - Good Samaritan**  
*Healthcare Career Lattice: A model for enhanced learning*  
Grant amount: \$1,877,517

**Excelsior College**  
*Hospice and Palliative Care Certificate*  
Grant amount: \$516,154

## Health Care Industry

### Florida International University School of Nursing (Board of Trustees)

*New Americans in Nursing*  
Grant amount: \$1,419,266

### HCA Cares (States: Georgia, Colorado, Texas, Florida [Agency for Workforce Innovation])

*Health Care Retraining Partnership Initiative*  
Grant amount: \$4,541,205

### HCA (Hospital Corporation of America)

*Specialty Nurse Training*  
Grant amount: \$4,000,000

### Johns Hopkins Health System

*John Hopkins Health System's Incumbent Worker Career Acceleration Program*  
Grant amount: \$3,000,000

### Management & Training Corporation

*Meeting America's Healthcare Employment Needs: The Job Corps/Community College Solution*  
Grant amount: \$1,500,000

### Maryland Department of Labor / Governor's Workforce Investment Board

*Maryland Health Care Workforce Initiative*  
Grant amount: \$1,500,000

### Mississippi Health Association Health Research & Educational Foundation

*Mississippi Long-Term Care Initiative*  
Grant amount: \$500,000

### Neosho County Community College

*Rural Kansas R3 Project*  
Grant amount: \$495,600

### North Carolina Department of Commerce Commission on Workforce Development

*Project H.E.A.L.T.H.: Helping Employers and Labor Transition to Health Care*  
Grant amount: \$1,500,000

### Northwest Michigan Council of Governments

*Michigan Direct Care Worker Career Pathway Program*  
Grant amount: \$500,000

### Orange County Workforce Investment Board (NY)

*Hudson Valley Consortium Healthcare Initiative*  
Grant amount: \$1,048,300

### Paraprofessional Healthcare Institute

*Recruitment and Retention of Direct Care Workers*  
Grant amount: \$999,902

### Pueblo Community College

*Pueblo Project Health*  
Grant amount: \$715,402

### State of Oregon (Dept of Community Colleges & Workforce Development)

*Oregon Governor's Healthcare Workforce Initiative*  
Grant amount: \$300,000

### Tacoma/Pierce County Workforce Development Council

*Healthcare Services Business Connection*  
Grant amount: \$762,659

### United Regional Health Care System

*Innovative Solutions for Solving the Healthcare Employment Shortage: Partnership, Recruitment, and Capacity Building*  
Grant amount: \$846,325

### University of Alaska Anchorage

*Long-Term Care Apprenticeship Program*  
Grant amount: \$499,988

### University of Utah

*Clinical Faculty Associate Model*  
Grant amount: \$871,707

### Valley Initiative for Development and Advancement (VIDA)

*Growing Our Own*  
Grant amount: \$4,000,000

### Wisconsin Healthcare Workforce Network

*Healthcare Workforce Network*  
Grant amount: \$215,600

### Workforce Investment Board of Herkimer, Madison and Oneida Counties

*Long-Term Care Workforce Development Project*  
Grant amount: \$497,576

**Health Care Industry****BACKGROUND**

The health care industry is one of the largest and fastest growing industries in the United States. Since 2001, 1.5 million new jobs have been added in the health care services sector, for a total of over 13 million jobs. Nine out of the twenty fastest growing occupations projected for 2000 through 2012 are in the health care industry. Significant workforce supply and demand gaps currently exist across the U.S. that affect acute care, long-term care and primary care health care provider sectors. In all three sectors, these gaps are even more significant in rural America.

Over the course of five Executive Forums, ETA met with senior executives representing a broad cross-section of the health care industry. These forums provide insight into the key workforce development concerns facing industry executives today, including a need for new strategies to recruit and retain workers from a variety of sources, new strategies to expand education capacity, and updated curriculum for new and incumbent workers to reflect today's high-tech health care systems. The following is a chronology of the health care forums that ETA conducted, as well as a snapshot of the workforce issues that were discussed in those forums.

For additional background information about the health care industry's Executive and Workforce Solutions Forums and details on the grants, please see the Health Care High Growth Industry Profile and the Health Care Industry Report prepared for ETA at [www.doleta.gov/brg](http://www.doleta.gov/brg).

***Health Care Executive Forums***

- February 24, 2003, with the American Hospital Association, in Chicago, IL
- July 8, 2003, with the National Rural Health Association, in Washington, D.C.
- August 4, 2003, with the American Health Care Association, in Albuquerque, NM
- August 18, 2003, with the American Society for Healthcare Human Resources

***Administration, in Denver, CO***

- September 22, 2003, with the American Association of Homes and Services for the Aging, in Washington, D.C.

***Health Care Industry Workforce Solutions Forums***

- October 24, 2003, in Washington, D.C.
- October 29, 2003, in Salt Lake City, UT
- October 31, 2003, in Chicago, IL

**WORKFORCE ISSUES*****Pipeline: Recruitment and retention***

- Increasing available labor pool
- Increasing diversity and seeking workers from non-traditional labor pools
- Reducing turnover

***Skill development***

- Preparing entry-level workers
- Training incumbent workers
- Filling need for targeted and specialized areas of skills

***Capacity of education and training providers***

- Filling the need for academic and clinical instructors
- Filling the need for facilities and resources
- Aligning employer requirements and curricula

## Health Care Industry

### *Sustainability: Infrastructure, leadership, and policy*

- Filling the need for sustainable partnerships at national, state, and local levels
- Locating opportunities to leverage funding and other resources

The introductory Webinar for the health care industry was held on March 29, 2005, and a focused Webinar on the long-term care sector of the industry was held on October 23, 2006. Both Webinars can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report is available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *BRG contact*

Dana Gumbs

## Hospitality Industry

### ETA IN ACTION

ETA recognizes the critical contribution that service industries play in developing future workers. Many workers enter employment in hospitality or another sector of the service economy. Since the industry serves as a training ground for so many sectors of the economy, it is important to articulate strong competencies as well as career ladders and lattices.

Recognizing the impact of the influx of military families in communities affected by military base realignment and closure (BRAC) activities across the country, ETA is committed to developing career pathways for military families in portable careers with transferable skills, like those found in the service sector, to enhance regional economic development. ETA is engaging hospitality industry leaders to develop strategies and is pursuing industry partnerships to explore opportunities for targeted workforce solutions.

ETA also recognizes the 24/7 nature of employment in the hospitality industry. Through the Technology Based Learning group, ETA will support efforts to offer alternative pathways to employment.

### *Industry engagement*

The BRG has an ongoing dialogue with the American Hotel and Lodging Association (AH&LA) and has been conducting a series of meetings with the association to discuss a broader plan for collaboration. These activities focus on the promotion of career opportunities in the hospitality industry and the critical role of service industries, such as hospitality, in regional economies.

ETA is working with industry leaders in the hospitality industry to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of

hospitality. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

### *Dissemination*

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late

## Hospitality Industry

November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

Two High Growth grantees, Johnson & Wales University and LaGuardia Community College, participated in the Talent Plaza at Workforce Innovations 2006. In addition, AH&LA was part of a learning lab on service industries as an engine for regional economic development.

### Outreach

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

### Investments as of July 31, 2006: \$4,358,544 in four grants

Since February 2003, DOL has announced the award of four investments totaling over \$4 million to address the workforce needs of the hospitality industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the hospitality industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the hospitality industry to identify its hiring, training, and retention challenges in its sectors ranging from resorts to restaurants. For additional information on the hospitality investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

#### Johnson & Wales University (national)

*Hospitality Career Spotlight*  
Grant amount: \$977,992

#### LaGuardia Community College (NY)

*Hotel TEACH*  
Grant amount: \$494,386

#### National Restaurant Association Educational Foundation (national)

*Hospitality Business Alliance/ProStart School-to-Career*

Grant amount: \$1,765,000

#### Southern Nevada Workforce Investment Board (NV)

*Front Line Skills Certification*

Grant amount: \$1,121,166

## BACKGROUND

The hospitality industry is projected to add more than 1.6 million new jobs to the economy between 2002 and 2012. It is a key entry point or "gateway" into the labor force, and many workers learn basic foundational skills, such as customer service, punctuality and responsibility, from their early work experiences in the hospitality industry.

The industry provides job seekers with a variety of career opportunities. Growth is projected for occupations throughout the sector, in occupations ranging from food service cooks to hotel desk clerks. Positions have varying education and training requirements, ranging from short term on-the-job training to associate or bachelor's degree programs. Hospitality is truly a national industry, with job opportunities available throughout the country.

The introductory Webinar for the hospitality industry was held on August 31, 2005, and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report will be available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). For additional background information about the industry's Executive and Workforce Solutions Forums and details on the grants, please see the Hospitality High Growth Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### Hospitality Industry Executive Forums

- January 10, 2004, with the National Restaurant Association, in Key Biscayne, FL

## Hospitality Industry

- August 4, 2004, with the American Hotel and Lodging Association, in Washington, D.C.

### *Hospitality Industry Workforce Solutions Forum*

- September 27–28, 2004, in Las Vegas, NV

## WORKFORCE ISSUES

### *Image and outreach*

Countering the negative stereotypes  
Promoting the range of job opportunities available and career ladders and lattices

### *Recruitment and retention*

- Expanding the youth labor pool
- Targeting untapped labor pools (older workers, transitioning military and their spouses, veterans, individuals with disabilities, ex-offenders, dislocated workers transitioning from other industries)
- Reducing turnover

### *Training and skill needs*

- Developing consistent training models and skill certifications
- Addressing language skills in the workplace
- Improving “soft skills” of entry-level workers

### *BRG contact*

Joanne Winter

## Information Technology Industry

### ETA IN ACTION

ETA continues to shepherd the small group of information technology industry grants toward completion, encouraging sustainability strategies, and seeking new and innovative replication strategies to ensure the broad dissemination of grant products and best practices. In addition, the BRG will pursue opportunities to link existing information technology grantees and grant products to Workforce Innovation in Regional Economic Development (WIRED) regions that are seeking to develop information technology as a strategy for regional economic development.

#### *Industry engagement*

ETA's engagement with the information technology industry has been focused on the continued guidance of three investments made through the High Growth Job Training Initiative. At present, ETA is initiating efforts to link the small information technology community of grantees to the geospatial stakeholders from both the High Growth Job Training Initiative and Community-Based Job Training Grants, due to the commonality found within the end-user communities. The goal of this linkage is to highlight best practices and facilitate cross-project dialogue to encourage knowledge transfer among grantees.

ETA is also beginning work to develop a competency framework for use by industry that relies upon an educated and prepared workforce with skills in science, technology, engineering, and mathematics (STEM). This effort builds on existing standards, curricula, and certifications across multiple disciplines. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with

the pace of changing technology and reflect the changing requirements of specific regions or businesses. Existing partnerships with the major industry associations, Information Technology Association of America and CompTIA, are being leveraged to ensure close collaboration that will lead to an industry recognized model.

Four of ETA's first generation WIRED regions – Denver Metro, Florida's Great Northwest, Northeast Pennsylvania, and Upstate New York – are targeting the information technology industry as a regional economic driver. Two second generation regions – Appalachian Ohio and the Tennessee Valley – are targeting the industry as well, while one third generation region – Southern Arizona – is also focusing on the information technology industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

#### *Dissemination*

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at

**Information Technology Industry**

ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

A High Growth grantee, the State of Arizona Department of Commerce, and its industry partner IBM, participated in the Talent Plaza at Workforce Innovations 2006.

**Outreach**

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at [www.careervoyages.com/indemandmagazine-stem.cfm](http://www.careervoyages.com/indemandmagazine-stem.cfm).

Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site.

**Investments as of July 31, 2006: \$7,816,982 in three grants**

Since June 2003, DOL has announced the award of three investments totaling nearly \$8 million to address the workforce needs of the information technology industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the information technology industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the information technology industry to identify its hiring, training, and retention challenges. For additional information on the information technology investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

**Computing Technology Industry Association (AZ, CA, FL, IL, KS, NJ, NY, ND, TX, WA)  
National Information Technology Apprenticeship System (NITAS)**

Grant amount: \$2,818,795

**State of Arizona (AZ)**

*The Arizona Information Technology Skills Training Initiative*

Grant amount: \$3,403,168.

**State of Vermont (VT)**

*Vermont Governors IT Training Initiative*

Grant amount: \$1,595,019

**BACKGROUND**

According to the Bureau of Economic Analysis, information technology (IT) is not a distinct industry; rather, it is a subset of manufacturing, transportation, and business services. IT was selected as a high-growth industry because the Bureau of Labor Statistics projects that 8 of the top 10 fastest-growing occupations between 2000 and 2010 are IT-related. Although there are currently regional surpluses of IT workers and the industry is experiencing a contraction,

## Information Technology Industry

the industry as a whole will require over a million new workers by 2010.

For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Information Technology High Growth Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *Information Technology Industry Executive Forum*

- February 26, 2004, with CompTIA, in Oakbrook Terrace, IL

sary for them to have complementary training in their respective business sectors such as health care, manufacturing, or financial services. Employers are also looking for well-developed soft skills, transferable IT skills and adaptability in their workforce. Incumbent training programs may help in this respect, as could community colleges.

### *BRG contacts*

Amanda Eichelkraut

## WORKFORCE ISSUES

### *Outsourcing*

There is concern about federal, state, and local government policy proposals that may restrict overseas outsourcing where labor costs are lower. Some companies move jobs overseas to remain competitive by managing labor costs. Others are opening new markets overseas for their products and hiring local employees as an incentive and an accommodation.

### *Government resources*

Some stakeholders believe that the government can offer tax relief to small businesses for training their incumbent workers toward IT certification.

### *Role of government in industry's workforce initiatives*

Stakeholders also believe that government could serve as an honest broker for specific issues such as promotion and image, forecasting the future of the workforce and training needs. This could be a task for the public education system, where children could be introduced to the new, dynamic global workplace and learn more about the current business culture.

### *Skills and training*

Over 90 percent of IT workers are employed outside the IT industry, which makes it neces-

## Retail Trade Industry

### ETA IN ACTION

In response to discussion with industry leaders, the BRG has worked with industry to develop a retail strategy for the coming year that will promote and replicate industry-developed training and disseminate the industry-developed competency model. Industry is in a unique position to provide technical assistance to BRG in disseminating and embedding use of the products in the workforce system and its partners to meet industry demand because of the established relationships, tools, programs and commitment they possess.

ETA recognizes the critical contribution that service industries play in creating future workers. Many workers enter employment in hospitality or another sector of the service economy. Since the industry serves as a training ground for so many sectors of the economy, it is important to articulate strong competencies as well as career ladders and lattices.

### *Industry engagement*

ETA worked with industry leaders throughout 2006 to develop a framework for foundation and technical competencies in the retail industry as a whole. Industry partners, including NRF Foundation, Toys “R” Us, Saks, The Home Depot, and CVS were convened to shape and develop the model. This effort built upon existing national and state skills standards, curriculum and certifications. The final product is a framework for a competency model and is intended to reduce duplication of effort, and free up resources, time, and energy for innovative development that can keep up with the pace of changing requirements of specific regions or employers. The framework was launched in May 2007, and is available via the Competency Model Clearinghouse Web site.

ETA’s second generation Workforce Innovation in Regional Economic Development (WIRED) region in Northern New Jersey is targeting the

retail industry as a regional economic driver. The BRG is supporting this region with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

### *Dissemination*

In order to ensure that industry-developed resources and tools – which will develop skilled employees in the retail industry and will assist job seekers in accessing careers with mobility in the industry – ETA continues to work with NRFF to develop and execute a comprehensive dissemination plan for retail talent development products. As a champion within industry, NRFF will work collaboratively with ETA to promote the use of the retail competency model alongside the Retail Learning Leadership (RLL) curricula and related products. Through a continued partnership with industry, this strategy promotes full market penetration and adoption of the tools and products. Concurrent with the efforts of the NRFF to directly reach state and local workforce agencies, ETA will execute dissemination activities including educating workforce and industry partners through the Workforce3one Web site, developing replicable case studies, and issuing guidance to the system announcing the availability of these products.

At Workforce Innovations 2006, NRFF, along with Saks, Inc., conducted a learning lab for workforce and community colleges that focused on the training curricula as well as a “quick take” for employers. Both outlined the training available and focused on the management training, since no management training exists in the industry. In addition, The Home Depot was part of a learning lab on “wrap-around” industries as an engine for regional economic development. NRFF also staffed a booth at the Talent Plaza with computers on which individuals could access and demo the training and certifications. Finally, NRFF demonstrated the training curricula and retail skills

## Retail Trade Industry

center model at the BRG State Coordinator meeting held in conjunction with Innovations 2006, encouraging State Coordinators to highlight and utilize these products in their state workforce activities.

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

In March of 2007, ETA disseminated its first Solutions CD to 1200 community colleges nationwide. The CD featured over 60 solutions from The President's High Growth Job Training Initiative. Some examples of solutions include industry-defined competencies, curriculum, career ladders, and strategic partnership models for solving complex workforce issues.

In July 2007, ETA disseminated a compilation Solutions CD set to over 3000 attendees at ETA's annual Workforce Innovations Conference. This compilation included over 125 solutions developed from The President's High Growth and Community-Based Job Training Grants across high growth, high demand industries, along with a comprehensive product directory.

A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web

space designed for sharing innovating resources, tools, and learning events.

### *Outreach*

A small grant was awarded to NRFF to develop career awareness videos about the retail industry. The videos are being prepared for posting on Career Voyages.

Additional information will continue to be provided to the Career Voyages ([www.career-voyages.gov](http://www.career-voyages.gov)) Web site.

### *Investments as of July 31, 2006: \$5,164,900 in three grants*

Since May 2003, DOL has announced the award of three investments totaling over \$5 million to address the workforce needs of the retail industry. Through multiple forums, ETA has listened to employers, industry associations, and others in the retail industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the retail industry to identify its hiring, training, and retention challenges. For additional information on the retail investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

#### **National Retail Federation Foundation (national)**

*Extreme Makeover: Retail Careers in the Spotlight*  
Grant amount: \$99,900

#### **National Retail Federation Foundation (national)**

*NRF Foundation Retail Demonstration*  
Grant amount: \$2,815,000

#### **National Retail Federation Foundation (national)**

*Retail Learning Leadership Initiative*  
Grant amount: \$2,250,000

## BACKGROUND

The retail trade industry is predicted to add 2.1 million new jobs between 2002 and 2012, an increase of 14 percent. Like the hospitality

## Retail Trade Industry

industry, retail is a critical point of entry, or “gateway,” into the labor force, and provides workers with foundational skills in customer service, punctuality, and responsibility. The industry offers substantial employment opportunities in part-time and temporary work, as well as in a wide variety of formats ranging from small, independent retailers to national and multinational retail chains. Experience and education can lead to an array of retail management, store support, and corporate-level career ladders.

The introductory Webinar for the retail industry was held on April 13, 2005, and can be found at [www.workforce3one.org](http://www.workforce3one.org). For additional background information about the industry’s Executive and Workforce Solutions Forums, please see the Retail High Growth Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *Retail Trade Industry Executive Forum*

- January 14, 2003, with the National Retail Federation, in New York, NY

## WORKFORCE ISSUES

### *Pipeline: Career ladders and lattices*

The retail trade industry is a dynamic field with diverse career ladders, a wide range of employee benefits, and on-the-job training that is increasingly driven by high-end technology that requires advanced skills. Employers recruit job candidates from community colleges and universities and train incumbent workers to upgrade their skills for career advancement.

**Pipeline: Recruitment and retention**  
Retail trade employers struggle to attract and retain the best and brightest employees because of the misperception that jobs are low-wage and lack growth potential. In reality, today’s retail trade careers are more than just cashier and sales associate positions; they encompass information technology, marketing, communications, loss prevention, finance, and merchandise sourcing.

### *Pipeline: Diversity*

In an increasingly diverse society, multilingual employees are desirable. Retailers are customer service-driven and need workers to speak the languages of their customer base. Limited English Proficiency (LEP) is a problem as workers may speak the language of customers, but lack basic English language and literacy skills to perform all job functions.

### *Competency Models*

The retail industry has started work on initial training models and skills certifications. ETA is developing a dissemination strategy for the competency models.

### *BRG contact*

Joanne Winter

## Transportation Industry

### ETA IN ACTION

The transportation industry is projected to experience a significant increase in total employment, and other sectors and industries depend on it to transport their workers, as well as the goods and materials on which they rely. In an effort to help ensure the continued health of the industry, and provide workers with career opportunities and pathways in the industry, ETA has worked with industry stakeholders to identify the workforce challenges facing the industry and invested in several innovative workforce solutions that target these needs. Building off of these initial efforts, ETA's future activities targeted at the transportation industry will include enhancing partnerships with leading transportation industry associations with a focus on sharing workforce resources they have developed for their members and partners with the workforce system and its partners, and connecting their state chapters and members to workforce investment boards and One-Stop Career Centers. ETA will also identify and address key barriers limiting the implementation by workforce investment boards of industry-supported training funds targeted at truck driver training, then exploring options for piloting a training fund in at least one locality. ETA is also seeking to address key policy and programmatic challenges that limit One-Stop Career Centers from collaborating with national trucking carriers.

#### *Industry engagement*

ETA recently launched an initiative to identify and disseminate promising technology-based learning solutions. In support of these efforts, the BRG completed comprehensive research on technology-based learning solutions that are currently being utilized in the trucking sector, as well as solutions that will be implemented in the future. This research will help inform ETA's technology-based learning solutions initiative, and helps ensure that ETA has a comprehensive understanding of some of the

### INVESTMENT SUCCESS

#### **Training Generation Y: The Making of a UPS Driver**

In November 2005, ETA awarded \$1,789,970 to the United Parcel Service of America (UPS) to address the recruiting and retention challenges faced by the transportation industry, particularly in regards to the twenty-something age group. As part of the project, UPS produced a literature review which addresses the generational differences in the contemporary workforce, justifying the need for new instructional strategies and technological innovations to accommodate generational differences.

As a result of this investment, UPS has developed a "technology-enhanced hands-on learning" pilot training center aimed specifically at young would-be drivers. This movie-set style facility features hands-on teaching tools such as a UPS package car with see-through sides, model neighborhoods, a slip-and-fall simulator, and many more. Based on the successes achieved thus far, this project will prove to be sustainable, replicable, and transportable throughout the transportation industry.

key technology-based learning solutions being implemented in high growth industries.

ETA launched efforts to partner with the U.S. Department of Transportation (DOT) in support of the Workforce Innovation in Regional Economic Development (WIRED) initiative. In pursuit of these efforts, Assistant Secretary DeRocco met with DOT's Assistant Secretary for Transportation Policy to explore opportunities for partnership. ETA has also completed research on a wide array of DOT programs, and met with staff from DOT's Federal Highway

## Transportation Industry

Administration and Federal Transit Administration to explore partnership opportunities.

ETA is working with industry leaders in the transportation industry to develop a framework for competencies for the industry as a whole. This effort builds on existing standards, curricula, and certifications in the field of transportation. The end product will be a competency model which is intended to reduce the duplication of effort involved in continually identifying and re-validating core foundational competencies for separate projects. The competency model will free up resources, time, and energy for innovative development that can keep up with the pace of changing technology and reflect the changing requirements of specific regions or businesses.

Two of ETA's first generation WIRED regions – The Piedmont Triangle North Carolina and Western Alabama and Eastern Mississippi – are targeting the transportation industry as a regional economic driver. Two second generation regions, Arkansas Delta and Northern New Jersey, are also focusing on the industry. Finally, three third generation regions – Central Kentucky, Southeast Missouri, and Southeastern Virginia – are targeting the transportation industry. The BRG is supporting these regions with its expertise on the national trends in the industry and its involvement with major industry stakeholders.

### Dissemination

ETA will maximize the investments resulting from The President's High Growth and Community-based Job Training Grants by sharing valuable workforce solutions with the business, education, and workforce system communities. ETA's capacity building Web site, [www.workforce3one.org](http://www.workforce3one.org), will showcase these innovative solutions on a new "Workforce Solutions Tab," where users can easily search for solutions by product type and industry.

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A second mailing with the compilation Solutions CD was sent out to all community colleges, workforce system partners, Governors, grantees, and WIRED grantees in late November. In February 2008, we anticipate disseminating a third Solutions CD, which will include over 200 solutions developed through the President's High Growth and Community-Based Job Training Grants.

All of our workforce solutions can be accessed through Workforce3One, ETA's dynamic web space designed for sharing innovating resources, tools, and learning events.

Two High Growth grantees, Paul Hall Institute of Human Development and United Parcel Service of America (UPS), participated in the Talent Plaza at Workforce Innovations 2006.

A High Growth grantee, UPS, participated in the Apprenticeship Plaza at Workforce Innovations 2007.

### Outreach

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, published the back-to-school cross-industry issue of *In Demand: Careers in Science-Technology-Engineering- Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care,

## Transportation Industry

nanotechnology, construction, transportation, and homeland security. This was the fifth in the overall series and the first cross-industry issue. The magazine highlights cross-industry job opportunities and career paths for young people and tips on career awareness for parents, teachers, and guidance and school counselors. One million copies of this magazine were sent to 18,427 high schools across the United States, and it is also available on line at [www.careervoyages.com/indemandmagazine-stem.cfm](http://www.careervoyages.com/indemandmagazine-stem.cfm).

### *Investments as of June 30, 2007: \$7,640,243 in four grants*

Since October 15, 2005, DOL has announced the award of four investments totaling over \$7.5 million to address the workforce needs of the transportation industry. Through multiple forums, ETA has listened to employers, industry associations, labor-management organizations, and others in the transportation industry regarding their efforts to identify challenges and implement effective workforce strategies. ETA has worked with the transportation industry to identify its hiring, training, and retention challenges in its sectors from maintenance to manufacturing. For additional information on the transportation investments, please visit [www.doleta.gov/business](http://www.doleta.gov/business).

#### **Arkansas Department of Workforce Services (AR)**

*Transportation and Logistics Career Pathway Project*

Grant amount: \$1,350,665

#### **Community Transportation Development Center (CTDC) (D.C., GA, OH, MD, PA, UT)**

*Building Capacity for Transit Workforce Development: Developing Standards, Models and Systems for Transit Training and Apprenticeship*

Grant amount: \$2,000,000

#### **Paul Hall Institute of Human Development (AL, AK, FL, HI, LA, MD, MS, TX)**

*Job Training and Maritime Retention Program*

Grant amount: \$2,499,618

#### **United Parcel Service of America (UPS) (nationwide)**

*Transportation Learning Methodology for "Generation X and Y" Driver Service Providers*

Grant amount: \$1,789,970

## BACKGROUND

Transportation was one of the industries targeted through the President's High Growth Job Training Initiative because it is projected to experience substantial employment growth, and other sectors and industries depend on it to transport their goods and workers.

Assistant Secretary DeRocco convened two Executive Forums in Washington, D.C. with leaders in the transportation industry to learn more about the industry's workforce challenges. Industry leaders informed ETA that transportation is experiencing workforce challenges in four general areas: image, outreach, and recruitment; retention and advancement; training entry-level workers; and training incumbent workers. ETA then hosted a Transportation Workforce Solutions Forum where over 60 industry leaders identified over 140 potential solutions to the industry's workforce challenges.

Based on the challenges identified by the transportation industry, DOL has made a series of investments totaling more than \$6 million to implement a range of solutions, including helping high school, technical school, and community college graduates successfully enter the transportation industry; creating industry standards, and systems for apprenticeship, training, and skill certification in the transit sector; developing comprehensive, competency-based training programs for entry-level workers; and creating models of safety simulation and gaming software that can be used to enhance the learning of younger workers. The demonstrations address the needs of the industry broadly, as well as those of specific industry sectors.

The introductory Webinar for the transportation industry was held on December 13, 2005,

## Transportation Industry

and can be found at [www.workforce3one.org](http://www.workforce3one.org). An industry report will be available on ETA's Web site at [www.doleta.gov/brg](http://www.doleta.gov/brg). Information will continue to be provided to the Career Voyages ([www.careervoyages.gov](http://www.careervoyages.gov)) Web site. For additional background information about the industry's Executive and Workforce Solutions Forums, please see the Transportation High Growth Industry Profile at [www.doleta.gov/brg](http://www.doleta.gov/brg).

### *Transportation Industry Executive Forums*

- September 14, 2004, on freight transportation, warehousing and logistics, in Washington, D.C.
- September 30, 2004, on transit and ground passenger transportation, in Washington, D.C.

### *Transportation Industry Workforce Solutions Forum*

- November 16-17, 2004, in Austin, TX

## WORKFORCE ISSUES

### *Image, outreach, and recruitment*

- Image
- Youth pipeline
- Untapped labor pools (dislocated workers, transitioning military, veterans, individuals with disabilities)

### *Retention and advancement*

- Entry-level retention
- Developing competency models and career ladders
- Management retention

### *Training: Entry-level workers*

- Addressing skill needs
- Developing training models and skill certifications

- Overcoming barriers to training (cost, geographic accessibility, time for training)

### *Training: Incumbent workers*

- Addressing skill needs
- Developing training models and skill certifications
- Overcoming barriers to training (cost, time for training)

### *BRG contact*

Cara Morkert

## Summary of Activities

### BACKGROUND

The Community-Based Job Training Grants continue the work of the High Growth Job Training Initiative by incorporating its focus on high-growth, high-demand industries and its emphasis on the role of strategic partnerships in workforce development. The Community-Based Job Training Grants highlight the critical role community colleges play as partners in a demand-driven workforce investment system and support community efforts to link training initiatives to the skill demands of local and regional employers. As a result, activities are leading to an increased number of high-growth, high-demand firms being supported by the local or regional workforce and education systems, and more individuals being trained and employed in high-growth, high-demand sectors.

Community and technical colleges represent a critical 21st century training resource for workers needing to attain, retool, refine, and broaden their skills to meet industry demand. However, community college leaders and industry executives report that many community colleges are unable to meet their local and regional demand for training because of critical capacity constraints. These capacity constraints occur when community colleges lack sufficient resources to support training facilities and equipment, curriculum development, faculty appointments, clinical experiences, and/or other elements that are necessary to provide either the volume or quality of training that industry requires. Despite rising application rates, the reality of current state and local budgets often prevents colleges from funding the programs, faculty, and student services they need to be responsive to local and regional workforce demands. The Community-Based Job Training Grants address this critical capacity issue.

### INVESTMENT SUCCESS

#### Placement Rates Rise after First Generation of Students Prove Successful

A Community-Based Job Training Grant of \$1,970,252 coupled with consistent recruiting efforts enabled the Metropolitan Community College (Junior College District) of Kansas City (MCCKC) to line up 17 local manufacturing firms interested in hiring its graduates.

Now that investment is paying off for students and employers. The placement rate for program graduates has risen from 70% to 82%, and is expected to climb higher as several local manufacturing firms have recently expressed interest in becoming partners. Companies are drawn to the graduates' customized manufacturing skills, the result of coursework and training carefully aligned with the needs of local businesses. In fact, new workforce partners have been added in three of the last four quarters, due to both diligent recruiting by MCCKC and word of the on-the-job success of its students spreading among employers. The funding provided by the CBJTG has also stimulated investment among local partners, leading to over \$309,000 in leveraged resources.

Students are also taking notice. MCCKC's wide variety of outreach—including job fairs, high school presentations, radio and TV ads, and web page—convinced 675 prospective applicants to attend informational meetings on the training program.

As a result of the program's success, the college received an Honorable Mention in ETA's 2007 Recognition of Excellence Awards for Educating America's 21st Century Workforce.

## Summary of Activities

### ETA IN ACTION

#### *Grant awards*

Secretary Chao has announced two rounds of Community-Based Job Training Grants:

- On October 19, 2005, for \$125 million to 70 community colleges
- On December 11, 2006, for \$125 million to 72 community colleges

Including both rounds of grants, 45 states now host projects: Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, and Wyoming.

For additional information on these investments, please visit [www.doleta.gov/business/Community-BasedJobTrainingGrants.cfm](http://www.doleta.gov/business/Community-BasedJobTrainingGrants.cfm).

A third Solicitation for Grant Applications closed on October 31, 2007. ETA anticipates awarding 70 – 75 grants under this SGA in early 2008.

#### *Technical assistance*

ETA has actively worked with Community-Based grantees and their partners to provide technical assistance and project support. ETA provides technical assistance to these investments to ensure they successfully meet their outcomes. ETA's vision is to expand the workforce system and its partners' capacity to respond effectively to economic needs at the local, state, and regional levels, and to develop talent to compete in our global economy.

This assistance includes new grantee orientations, peer networking group calls, fiscal and performance reporting training, and other

means to share implementation, expansion, and sustainability challenges and strategies. Community-Based Job Training Grantees participated in the regionally-hosted ETA Performance and Reporting Summits in Dallas, TX, Atlanta, GA, and Mesa, AZ conducted in August and September. These summits including targeted workshops to train grantees on setting up performance reporting systems, common measures reporting, and in preparing a quality narrative report.

ETA has conducted internal communications to connect Federal staff from various offices with Federal Project Officers for the Community-Based Job Training Grants. The intent is to better integrate all workforce preparation programs and expand the technical assistance resources and networking and information sharing opportunities available to all of ETA's grantees.

#### *ETA contacts*

Maggie Ewell

## Business Engagement Initiatives

### BRAC, VETERANS, AND MILITARY SPOUSES

ETA is committed to serving our nation's veterans and military spouses, our "heroes at home," by ensuring they have access to services and resources to help them reach the education and skill attainment they need for good jobs and career pathways in the 21st-century economy. Equally, ETA is actively working to connect veterans and military spouses to employers that offer those jobs and careers.

Many employers seek out veterans and military spouses for their unique talents and work ethic. ETA's business engagement strategy is focused on helping these businesses to find and recruit these populations as an important part of their human resources strategy. ETA has a particular focus on military spouses, who need portable skills designed to help them grow their careers in a mobile environment and also need to reenter the workforce when called upon to change locations; and veterans, particularly those who have been wounded in battle.

ETA will continue to focus on ensuring that the public workforce system is maximizing its outreach to veterans and military spouses and is fully implementing the "Key to Career Success" campaign.

#### *Summits and targeted events*

ETA has worked extensively to support hiring events for employers and job-seekers. For the National Veterans Employment Summit and Job Fair on November 9, 2006, ETA developed a panel presentation for employers on One-Stop Career Centers as a resource for recruiting and hiring veterans and military spouses. Three ETA partners—CVS, The Home Depot, and Werner Enterprises—lent their expertise to the panel. In addition, the American Hotel & Lodging Association kicked off the job fair with a presentation at a ribbon-cutting ceremony. Several ETA partners had booths at the job fair and reported

success in recruiting candidates for their hourly, management, and professional positions.

On January 9-11, 2007, ETA hosted a Base Realignment and Closure (BRAC) conference for the public workforce system and Department of Defense (DoD) officials. The BRG organized an industry panel session for the conference, which provided information on portable careers and training opportunities for military spouses and families. The panel included representatives from the Medical Transcription Industry Association (MTIA), RE/MAX International, and Intercontinental Hotels representing the American Hotel and Lodging Association.

A Webinar, co-hosted by ETA and DoD, was held in February 2007 to inform employers about this important source of talent and resources they can use to locate, recruit, hire, and retain military spouses. The Webinar provided information on best practices developed by Manpower and RE/MAX International. As a follow up to the Webinar, the BRG solicited information on the challenges employers are facing in hiring this population group and potential additional assistance ETA can provide.

In March, 2008, ETA will host a Base Realignment and Closure (BRAC) conference for the public workforce system and Department of Defense (DoD) officials. The BRG has organized sessions for the conference, which will provide information on portable careers and training opportunities for military spouses and families.

#### *Partnerships*

Several of ETA's business partners have expressed an interest in recruiting military spouses. In particular, ETA and the Veterans Employment and Training Service have engaged with the American Hotel & Lodging Association about a pilot partnership for military spouses centered around a BRAC location that is gaining military personnel. ETA has also

## Business Engagement Activities

targeted the financial services industry about opportunities for hiring military spouses.

Many partners have established or expanded recruitment efforts to hire veterans. These include The Home Depot, which has hired more than 45,000 veterans through its "Operation Career Front," Werner Enterprises, which has an innovative apprenticeship program that is designed to meet the needs of returning veterans, and Manpower, through its "Injured Warrior Initiative."

ETA continues to engage the transportation industry in its consideration of veterans as a source of skilled workers. In particular, ETA has consulted with trucking companies about improving the career prospects of military service members with active-duty truck driving experience. As a result of this engagement, ETA is pursuing strategies to help veterans with related experience to obtain a commercial driver's license.

### FAITH-BASED AND COMMUNITY INITIATIVES

Faith-based and community initiatives are an important resource for employers. In many cases, they are a source of referrals to company recruitment, and they can be training partners for entry-level and incumbent workers. Frequently, when companies are interested in tapping into new populations – or when they are addressing their employees' needs for English language instruction, transportation, child care, or other critical issues – they are well served by connecting to organizations that operate in their local communities. ETA recognizes the important functions of these organizations and is working in concert with the Office of Faith-Based and Community Initiatives (OFBCI) to help employers to leverage this network.

#### *Partnerships*

OFBCI and the BRG participated in a seminar by CVS on "Achieving Business Partnerships

of Excellence," specifically focusing on government, faith-based, and community organizations.

The OFBCI and ETA have shared technical assistance and support to grantees and stakeholders. ETA has shared technical assistance strategies (such as Peer Networking Group calls, Strategic Networking Group calls, and topical Webinars). The offices have also brainstormed approaches for connecting faith-based grantees to the public workforce system and to local employers.

ETA worked to support the OFBCI's efforts in working with ex-offenders returning to the Washington, D.C., area, including helping to forge connections with the public workforce system.

ETA worked with the OFBCI to develop a joint Webinar for faith-based and community organizations on partnering with the public workforce system. The purpose of the Webinar was to inform the faith-based community about the road to WIRED, as well as share promising practices for building strategic partnerships with the workforce system. In addition, participants learned more about technical assistance resources, such as Workforce3One and Career Voyages to support their work. The Webinar aired on December 1, 2006, and included over 100 participants.

### INDIVIDUALS WITH DISABILITIES

Almost 20 percent of the population has some level of disability. In fact, the percentage of people with disabilities is larger than any single ethnic, racial, or cultural group in the county. As the population ages, more people will be likely to acquire a disability. People with disabilities constitute a qualified, largely untapped labor pool which could significantly contribute to addressing the shortage of qualified workers. Of the people with disabilities who are unemployed, two-thirds would rather be working.

## Business Engagement Activities

Employers have recognized the value of individuals with disabilities as a key source of skilled workers. ETA is engaging with businesses that are interested in expanding their recruitment and retention for individuals with disabilities. The goal of this outreach is to foster seamless delivery of services for employers through the public workforce system, as well as to identify successful practices for tapping this untapped labor pool in regional economic development strategies. Part of the outreach includes working to ensure that Disability Program Navigators are strongly linked to industry and the ongoing business engagement activities conducted throughout the public workforce system.

### *Partnerships*

Several of ETA's business partners have developed strategies for increasing their recruitment and retention of individuals with disabilities. ETA awarded a High Growth Job Training Initiative grant to the International Association of Jewish Vocational Services (JVS) for its national model to recruit and train individuals with disabilities. Through the grant, JVS will build the capacity of the banking sector to attract, employ, and retain workers with disabilities at three demonstration sites through pre-employment assessment, training, and mentoring.

On October 26, 2006, the Secretary awarded a New Freedom Initiative Award to CVS/pharmacy for its innovative program to create opportunities for adults with developmental disabilities by partnering with New Vision Photography in the Washington, D.C. area. Participants in the nine-week training program, which has been duplicated in other markets, learned photo skills to prepare them to intern in the photography departments of local CVS stores. At the end of the program, all participants were hired as CVS employees. CVS also partners with national organizations such as Goodwill Industries and state agencies, as well as school programs dedicated to serving persons with disabilities. In one tri-state area partnership, CVS hired 55 people with significant disabilities.

ETA has served on interoffice workgroups focused on services to businesses seeking information and assistance on hiring and retaining individuals with disabilities, including psychiatric disabilities. Furthermore, the Office of Disability Employment Policy invited the participation of ETA staff in developing the scope and potential research subjects for a study on community colleges serving individuals with disabilities.

ETA had representatives at the Rehabilitation Service Administration's National Employment Conference on August 21, 2006, who presented demand-driven activities.

### YOUTH PIPELINE

Many employers are facing an acute shortage of talent and are turning to youth as a pipeline of workers. Some industries in particular, such as advanced manufacturing and energy, are suffering from the "demographic cliff"; a large percentage of their workforce will be retiring, leaving a growing need for replacement workers and for training to help them gain the skills that their retiring cohorts had attained. Although employers often cite the need to develop a youth pipeline, they also often cite a number of barriers to this strategy – from soft skills such as work attitude, dress, and punctuality, to hard skills including scientific and mathematical aptitude. Through the President's High Growth Job Training Initiative and the Community-Based Job Training Grants, ETA has funded models for youth outreach, alternative pathways to education, internships, and a number of other innovative youth programs. Furthermore, Career Voyages and In Demand magazine have reached out directly to youth, parents, teachers, and guidance counselors to inform them of opportunities in high-growth careers.

ETA is working to engage with businesses to capitalize on all of these resources and models. These business solutions aim to strengthen demand-driven partnerships with the public workforce system and youth programs in particular, thereby increasing the career opportunities for young people.

## ***Business Engagement Activities***

### ***Partnerships***

ETA offices jointly held a meeting with officials from Circuit City on November 7, 2006, focusing on youth. The company is exploring the youth pipeline for workers to enter its installation and service divisions. ETA has facilitated connections between the local workforce system in Richmond, VA and Circuit City to further explore this opportunity. Subsequently, company officials are now actively connected to the one-stop system in Richmond, VA.

Multiple offices of ETA are working jointly to support the implementation of the Shared Youth Vision. In September 2006, these offices attended two Advanced Youth Forums for state teams. They provided the perspective of business and industry in the Federal meetings, and they presented the demand-driven vision and employer engagement strategies to the state teams. The Home Builders Institute and UPS also spoke to the state teams about the expectations of employers and ways to connect.

Early in 2007, ETA offices worked together to develop a strategy to support the National Urban League, a grantee. These activities included developing strategies for leveraging local and national employer partnerships and reaching out to ETA partners that are interested in developing a pipeline of young workers.

In June 2007, DOL announced grants to assist sixteen states, working with federal agency partners, to integrate strategies for connecting at-risk youth with other educational, health and social services that support employment outcomes. ETA continues to participate in Shared Youth Vision Federal Partnership meetings, providing technical assistance and support.

In July 2007, ETA hosted a pre-conference meeting for state leaders from the Federal Youth Vision Pilot Teams and leaders from successful national youth development, education and training organizations, and businesses to convene as part of the Workforce Innovations 2007 Conference.

**Active Partnerships**

## Active Partnerships

**ADECCO***Partner since July 2003*

Adecco is the world's largest staffing company, with a network of more than 5,800 offices in 71 territories around the world. Adecco employs approximately 4 million individuals each year.

**Innovations**

Adecco has a highly successful co-location with a One-Stop Career Center in Panama City, FL. The co-location has helped propel the One-Stop to among the highest-performing in Florida. Simultaneously, the Adecco office ranks in the top 3 percent for corporate locations across the country. The company has produced a video – on Adecco's Web site, with a link from Workforce3One – which highlights this partnership. This co-location success was also featured in a Webinar on Workforce3One on August 18, 2005.

The company has actively recruited military spouses. Through Adecco's Career Accelerator, military spouses are assured portable careers – including continuation of earned vacation and holiday time – if they relocate. The Career Accelerator also guarantees "VIP status" to military spouses, providing them with instant access to jobs at all Adecco locations, enabling career tracking.

**ETA events**

Adecco attended the business partner forum in Washington, D.C., on May 14, 2004, and the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

**WORKFORCE SYSTEM OUTREACH**

Representatives from the BRG, VETS, and the Office of National Programs visited Adecco's North American headquarters on October 7, 2003, to learn more about Adecco and explore

potential strategies for linking the company with the public workforce system. At a meeting held on March 1, 2004, in Pacific Grove, CA, the Office of National Programs, BRG staff, and Adecco worked on developing a pilot project around innovative practices in the field. Five grantees from the Migrant and Seasonal Farm Worker (MSFW) program attended the meeting.

BRG national and regional staff attended a meeting on February 26, 2004, in San Francisco, CA, between the Private Industry Council (PIC) of San Francisco and Adecco to discuss partnership possibilities between the two organizations, including staff capacity building around marketing to employers.

Adecco was listed as a "featured employer" on AARP's Web site and was a participant in the AARP press conference on February 28, 2005.

Adecco held a "road show" in spring 2005 with media outlets to discuss its role in the 21st century economy and highlighting its partnership with the workforce system.

Adecco presented its Career Accelerator model for hiring military spouses at the Workforce Innovations conference in July 2005 and attended the employer reception.

On July 27, 2005, representatives from Adecco and its outplacement subsidiary, Lee Hecht Harrison, met with the BRG to discuss building on the existing relationship. Lee Hecht Harrison is interested in workforce connections, particularly as they relate to military base realignments and closures (BRAC). The BRG provided technical assistance to Adecco in responding to dislocations due to Hurricanes Katrina and Rita.

BRG staff met with representatives of Adecco's government services division on October 27 to discuss the ongoing partnership

## Active Partnerships

and implement staff-level communication and coordination. Adecco has initiated partnership discussions with the Illinois Department of Employment Security about supporting the needs of communities in areas impacted by military base realignment and closure.

### ALLSTATE

Partner since May 2002



Allstate insures 14 million households with over 54,000 agents and employees.

#### ETA events

Allstate attended the business partner forum in Washington, D.C., on May 14, 2004, and participated in the layoff aversion workgroup meetings in July and October 2004.

Allstate hosted the first High Growth Job Training Initiative Financial Services Industry Executive Forum on April 7, 2005, in Naples, FL. Allstate also participated in the financial services industry strategy session on career academies at Hartford Job Corps Academy on September 30, 2005.

#### Workforce system outreach

Allstate was a recipient of an H-1B grant in partnership with the Cook County Workforce Investment Board in Illinois.

The company developed initial key relationships with the workforce system in Birmingham, AL, and Indianapolis, IN, in order to access and hire qualified candidates. It subsequently worked to connect with select One-Stops and Workforce Investment Boards through its 14 regional offices.

Corporate representatives met with BRG staff on January 7, 2005, to reinvigorate the partnership and develop a plan for expanding connections with the public workforce system in target markets. Among the areas of interest to Allstate were the High Growth and Community-Based Job Training Initiatives.

The BRG provided technical assistance to Allstate in responding to dislocations due to Hurricanes Katrina and Rita.

### AMERICAN HEALTH CARE ASSOCIATION

Partner since December 2005



AHCA is a non-profit federation of affiliated state health organizations, together representing more than 10,000 non-profit and for-profit assisted living, nursing facility, developmentally-disabled and subacute care providers that care for more than 1.5 million elderly and disabled individuals nationally.

#### Priority engagements

Long-term care initiative, workforce system connections

#### Innovations

AHCA has developed a white paper on state-based strategies for workforce development in the long-term care industry. It is available on Workforce3One.

#### ETA events

AHCA participated in the long-term care Thought Leader Forum on June 5.

AHCA's California state association participated in activities at the 2006 Workforce Innovations conference in conjunction with other stakeholders in the long-term care industry.

#### Workforce system outreach

The organization is a grantee of the President's High Growth Job Training Initiative and also has engaged with ETA extensively to increase its knowledge about the workforce investment system and prepare its members to play a partnership role.

On January 9, AHCA's new president, Bruce Yarwood, met with Assistant Secretary DeRocco and staff from the Office of Workforce Investment to discuss grant activities, to de-

## Active Partnerships

velop a plan for additional partnerships, and to dialogue on ETA's strategy for addressing the particular workforce needs of the long-term care industry. BRG staff followed up with additional meetings with AHCA staff and members that are driving the organization's workforce development agenda.

On January 12, Gay Gilbert addressed AHCA's membership meeting in Phoenix, AZ, during a half-day session on workforce development. She provided an overview of the workforce investment system, shared ETA's vision, and discussed ways to partner with the system at the state and local level.

On April 18, BRG staff delivered a presentation to AHCA's Workforce Committee on connecting to the public workforce system and ETA's long-term care strategy. The committee expressed continued interest in developing partnerships with the public workforce system. AHCA subsequently identified Connecticut, Florida, New Jersey, and New York as pilot locations to develop a state-based partnership model.

On June 13, BRG staff joined a conference call with AHCA's Developmental Disability Residential Services Committee to discuss effective partnerships with the public workforce system. In particular, the BRG shared ANCOR's successful model for developing business solutions in a residential health-care setting. As opposed to the Workforce Committee's focus on state-based strategies, the Developmental Disability Residential Services Committee is potentially interested in reaching out directly to One-Stop Career Centers and workforce investment boards as part of its workforce strategy.

The BRG has continued to support AHCA's outreach to its state associations and membership base about the public workforce system. After extensive consultation with the BRG, AHCA identified Connecticut, Florida, New Hampshire, and Rhode Island as its pilot locations to connect its state associations with state and local workforce agencies. On October 3,

2006, the BRG met with representatives from the four state associations to discuss the public workforce system and help them to develop their plans for connecting. During the meeting, it was apparent that each of the states already had experience with their workforce agencies, with varying successes. Following the meeting, the BRG helped facilitate contact with the appropriate individuals in Florida.

On October 16, 2006, the BRG followed up with a meeting with AHCA officials and consultants focusing on ETA's long-term care initiative. AHCA has been working aggressively to develop successful state-based partnerships and is exploring ways for the long-term care sector to be a driver of regional economic development.

The BRG will continue to facilitate state and local connections for AHCA's state associations. AHCA is an integral part of the long-term care sector and will continue to play a role in ETA's long-term care initiative.

### AMERICAN HOTEL & LODGING ASSOCIATION (AH&LA)

*Partner since October 2006*



AH&LA represents all sectors and stakeholders in the \$113 billion lodging industry, including individual hotel property members, hotel companies, student and faculty members, and industry suppliers. The association has been actively engaged with the High Growth Job Training Initiative – including hosting the second Industry Executive Forum on August 4, 2004, and recently began a dialogue about developing specific connections with the public workforce system to address the workforce needs of the industry.

AH&LA's strategic plan for 2006-2008 identifies three objectives: (1) Strengthen relationships with partner state associations; (2) expand AH&LA brand value within the industry; and (3) focus on the industry's multicultural and diversity issues. The association views its

## Active Partnerships

connection to ETA as a significant boost to all three objectives.

### *Priority engagements*

Veterans, military spouses

### *Innovations*

Military branches already use AH&LA curriculum and certifications for active-duty personnel. The association is capitalizing on this industry-recognized certification to ease the entry of transitioning personnel with hospitality experience into the civilian workforce.

### *Workforce system outreach*

On June 9, 2006, the executive director, Joseph McInerney, met with Assistant Secretary DeRocco and Office of Workforce Investment staff. The BRG held a follow-up meeting on October 6, to discuss potential connections, particularly around ways to help veterans and military spouses find opportunities in the hospitality industry. Due to several factors, both veterans and military spouses have strong career options in hospitality. Many active duty service members work in hospitality and are trained using AH&LA curriculum and certified by AH&LA. Therefore, they have a readily recognized credential when they leave active duty. Military spouses are often suited for the industry because it is dominated by national (or international) hotel chains that can accommodate employees who are mobile and who have flexible schedules.

The BRG continues its work with AH&LA to identify opportunities for partnership focused on the military community.

On November 9, Mr. McInerney kicked off the National Veterans Employment Summit and Job Fair, in Norfolk, VA, with a presentation at the ribbon-cutting ceremony. In addition, AH&LA coordinated the participation of member companies at the job fair. AH&LA also identified a member company representative to speak on portable careers in the hospitality industry for military spouses on an industry

panel session during the BRAC Workforce Summit, held in January.

### **ANCOR**

Partner since March 2004



The American Network of Community Options and Resources (ANCOR) is a nonprofit trade association representing approximately 800 private providers of primarily long-term supports and services to people with developmental disabilities. ANCOR's provider membership is largely nonprofit, and provides non-medical supportive services to approximately 365,000 individuals in their homes and in community-based settings, rather than in institutional settings. The workers who provide these services are called direct support specialists; ANCOR's members employ over 300,000 direct support specialists.

### *Innovations*

ANCOR has worked extensively with ETA to develop pilot partnerships in four states. These pilots helped to demonstrate the effectiveness of national associations to implement system change among its members, particularly in an industry with low margins and acute staffing shortages.

The "Solutions Workgroup," comprised of representatives from several ETA program offices, developed strategies to assist ANCOR in addressing its identified employment and training issues. These strategies include industry-specific, competency-based training, such as apprenticeship; tapping new potential workforce pools, such as Indians and Native Americans and older workers; and a comprehensive education and outreach strategy to assist ANCOR providers with accessing, recruiting, screening, and training services through the One-Stop Career Center network.

The workgroup developed specific strategies for working in Kentucky, New York, Arizona, and Maine. These included presentations at state provider meetings and local follow-up

## Active Partnerships

partnership meetings with representatives from the spectrum of ETA program offices, including Navigators, Older Workers, One-Stops, Job Corps, Apprenticeship, Migrant and Seasonal Farmworkers, and Youth.

ANCOR summarized its experiences in developing the pilot partnerships in a white paper, which is available on Workforce3One.

### ETA events

ANCOR was a panelist at the Workforce Innovations conference in July 2005 and shared its models for connecting with the public workforce system.

On September 15, 2005, ANCOR was a panelist on connecting youth to occupations in high-growth industries at Job Corps' 40th anniversary national conference in Washington, D.C.

ANCOR participated in the long-term care Thought Leader Forum on June 5.

ANCOR attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006. The association also participated in activities at the conference in conjunction with other stakeholders in the long-term care industry.

### Workforce system outreach

The American Network of Community Options and Resources (ANCOR) contacted the BRG in 2004 for assistance with the development of strategies to address the direct support specialist workforce shortage.

Two members of the solutions workgroup presented the pilot partnership model at ANCOR's annual conference in New Orleans, LA, on March 15, 2004.

The first two state presentations, along with a tour of a local provider site, were held in Frankfort, KY, and Albany, NY, on May 19 and June 29, 2004, respectively. BRG staff com-

pleted presentations in Arizona and Maine in August 2004.

BRG staff delivered a presentation on the partnership at ANCOR's 2005 Management Practices Conference in Phoenix, AZ, on March 21, 2005, and moderated a panel discussion with representatives from each of the pilot sites on the successes and challenges of the partnership.

On August 3, 2005, ANCOR met with the BRG to discuss its partnership activities and to provide insight into the workforce needs of the long-term care sector of the health care industry.

The BRG provided technical assistance to ANCOR in responding to dislocations due to Hurricanes Katrina and Rita.

BRG staff met with ANCOR on January 31, 2006, to discuss ETA's strategy for long-term care.

On September 12, 2006, ETA made a presentation at ANCOR's Governmental Activities Seminar in Crystal City, VA.

### ARAMARK CORPORATION

Partner since April 2003



Aramark is a managed service company with approximately 200,000 employees operating in 18 countries specializing in food, facility, and uniform services. Aramark operates five internal, nonprofit staffing centers, similar to a staffing company, for attracting, recruiting, screening, and training the company's own staff.

### ETA events

Aramark attended the business partner forum on May 14, 2004, in Washington, D.C. Aramark presented at the Workforce Innovations conference in July 2004 on "Win-Win Partnerships with Staffing Agencies." Aramark also partici-

## Active Partnerships

pated in a special conference call to discuss accessing the disability community.

Aramark also presented at the Youth Forum in Philadelphia, PA, on November 9, 2004.

Aramark participated in the employer reception and the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005. Aramark also participated in the roundtable discussion on Older Workers with the Assistant Secretary and the Government Accountability Office (GAO) on August 22, 2005.

Aramark attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

### *Workforce system outreach*

A corporate visit to Aramark's headquarters was held in Philadelphia, PA, on February 12, 2004, to outline partnership strategies and to tour one of its staffing centers, which is co-located in the Philadelphia One-Stop.

Aramark identified several states where the company has the most significant workforce needs and has strengthened its connections in Texas, Georgia, and New York. Aramark also educated its local human resource managers nationally about the benefits of the public workforce system and connecting them to the local One-Stops.

Aramark leaders met with Assistant Secretary DeRocco on November 3, 2004.

The BRG provided technical assistance to Aramark in responding to dislocations due to Hurricanes Katrina and Rita.

The company had a change of leadership for the partnership. On July 8, 2006, the BRG met with new leadership to discuss the status of the partnership, ongoing activities, and potential assistance. Aramark is considering the partnership in the context of its human resources strategies.

## CIRCUIT CITY

Partner since September 2006



Circuit City is increasingly advancing from its roots in retail sales to emphasize service, repair, and installation of home-based high technology equipment. The company has embraced partnerships with the public workforce system as a key component of its strategy for recruiting higher-skilled workers and supporting their development through a career pathway.

### *Priority engagements*

Youth, military spouses, technology-based learning, registered apprenticeship

### *Workforce system outreach*

Circuit City approached ETA to discuss its changing workforce and required skill levels and met with the BRG in September 2006. Subsequently, company officials met with ETA program offices and are now connected to the one-stop system in Richmond, VA.

Circuit City and the Richmond one-stop system are working together to engage the youth pipeline for workers to enter its installation and services divisions.

The BRG has also helped to develop connections with the Office of Apprenticeship to explore partnership opportunities for on-the-job training programs.

## CITIGROUP

Partner since 2002



Citicards Division employs over 23,000 full-time employees in 25 sites across 18 states.

### *Innovations*

This was the most successful of the original "New Hire" partnerships and helped the BRG to validate that workforce system referrals can improve retention. Citigroup reported a 50 percent improvement in retention rates for individuals hired through the public workforce

## Active Partnerships

system as opposed to those hired from other sources.

### *ETA events*

Citigroup participated in the financial services industry strategy session on career academies at Hartford Job Corps Academy on September 30, 2005.

Citigroup attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007.

### *Workforce system outreach*

In 2002 and 2003, the BRG completed the partnership rollout in five new Citicards call center locations to hire 14,000 employees nationwide.

Corporate leaders met with Assistant Secretary DeRocco on December 13, 2004, to discuss trends in the financial services industry and restructuring within Citigroup, and the impact these changes will have on the company's workforce needs.

At a follow-up meeting, Citigroup staff met with the BRG on January 6, 2005, to discuss the High Growth Job Training Initiative, as well as ways to connect with select workforce agencies for recruiting and hiring a diverse workforce.

Citigroup met with Assistant Secretary DeRocco to discuss the High Growth Job Training Initiative on May 10, 2005, in New York, NY.

The BRG provided technical assistance to Citigroup in responding to dislocations due to Hurricanes Katrina and Rita.

### **CVS**

Partner since  
February 2003

### **CVS/pharmacy**

CVS operates over 4,100 stores in 33 states and the District of Columbia with over 110,000 employees.

### *Innovations*

CVS is a model for developing successful connections with the entirety of the public workforce system, including connections with workforce investment boards and One-Stop Career Centers, rapid response teams, faith-based and community organizations, and youth programs. The company has developed numerous summaries on these connections, including "Achieving Business Partnerships of Excellence," a manual for government and nonprofit organizations.

CVS is also a High Growth Job Training Initiative grantee in the health care industry, through which it developed the first registered apprenticeship for pharmacy technicians.

CVS received a New Freedom Initiative Award in 2006 for its efforts in furthering the employment and workplace environment for people with disabilities. Among the company's innovations are a program to create opportunities for adults with developmental disabilities in the photography departments of local CVS stores. At the end of the program, all participants were hired as CVS employees. CVS used this training program as a model duplicated in other markets, and donated and distributed 3,000 cameras in a partnership with Easter Seals.

### *ETA events*

CVS participated in the business partner forum in Washington, D.C., on May 14, 2004. CVS also exhibited and sponsored activities at the Workforce Innovations conference in July 2004.

CVS was a panelist at the Workforce Innovations conference in July 2005 and shared its models for connecting with the public workforce system. CVS also participated in the in the employer reception and the BRG integrated business solutions meeting at the conference.

CVS participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

**Active Partnerships**

On September 15, 2005, CVS was a panelist on connections with employers at Job Corps' 40th anniversary national conference in Washington, D.C.

CVS was a panelist at the orientation for new High Growth Youth Offender grantees in January 2006.

CVS participated as a panelist at the National Rapid Response Summit in St. Louis, MO, on May 23–25, 2006. CVS attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

On December 4, 2006, CVS participated in the business roundtable on literacy with Assistant Secretary DeRocco and Assistant Secretary Troy R. Justesen from the U.S. Department of Education's Office of Vocational and Adult Education.

In June, 2007, CVS participated in a Roundtable Discussion hosted by ETA for the Taskforce on the Aging of the American Workforce.

CVS exhibited and sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007. CVS also attended the business partner reception at the conference.

***Workforce system outreach***

On a corporate visit to Woonsocket, RI, on June 25, 2003, the BRG met the CEO and senior vice president and toured a distribution center.

Three open house events were held at the CVS Regional Learning Center in Washington, D.C., on January 29–30, 2004. Fifty CVS stores and three comprehensive One-Stop Career Centers participated in the open houses, which were facilitated by senior management of CVS and DOL. The partnerships are primarily focusing on screening, recruiting, and hiring for all of the CVS stores in the Washington, D.C., market. An additional partnership event was held in Minneapolis, MN, on April 28, 2004, with representatives from the public workforce system, as well as community and faith based

organizations, to begin strategizing about openings.

The BRG coordinated a workgroup partnership meeting on August 25, 2004, to follow up on the Washington, D.C., open house. CVS expressed that it was pleased with the number of referrals and hires. CVS also participated in the layoff aversion workgroup conference call in October.

On August 5, 2005, CVS met with Assistant Secretary DeRocco. The company offered to share its partnership models and outreach materials with ETA, as a way to help other companies that are interested in making workforce system connections. CVS also introduced its partners from Michigan, where CVS was awarded a High Growth grant in the health care industry.

The BRG provided technical assistance to CVS in responding to dislocations due to Hurricanes Katrina and Rita.

CVS has continued to develop a variety of workforce system connections. The BRG facilitated connections with the public workforce system in 13 areas where the company has distribution centers.

The BRG assisted CVS in working with Toys "R" Us's regional human resource managers to recruit laid-off workers.

On October 26, 2006, in Upper Marlboro, MD, CVS led a training series for government, faith-based, and community organizations on "Achieving Business Partnerships of Excellence." Representatives from the BRG, the Office of Apprenticeship, and the Center for Faith-Based and Community Initiatives participated in the event.

## Active Partnerships

### EXPRESS PERSONNEL SERVICES

Partner since July 2003



Express Personnel Services, headquartered in Oklahoma City, OK, is a 20-year-old staffing company with over 400 franchise locations in the United States, Canada, and South Africa.

#### *Workforce system outreach*

Regional BRG liaisons delivered presentations to Express branch managers at regional meetings held in Chicago, IL; Atlanta, GA; Dallas, TX; and Portland, OR, to educate Express staff about partnership opportunities.

Staff from the Alamo WIB represented the BRG at the Express International Conference held in San Antonio, TX, in February 2004. Express franchise owners were given contact information for the One-Stops in their area.

Express corporate staff participated in the BRG State Coordinator monthly conference call in mid-April, 2004, to promote the partnership as well as local partnership meetings that were held during that week. Informational materials and tools were disseminated to BRG State Coordinators in order for them to educate the local workforce system on Express. Express attended the business partner forum in Washington, D.C., on May 14, 2004. The BRG announced its partnership with Express in a press release on September 14, 2004.

Express participated in a Webinar on Workforce3One on August 18, 2005, to highlight "win-win partnerships with the staffing industry." A local franchise owner in Corpus Christi, TX, shared the successes his franchise has achieved through its One-Stop connection.

The BRG provided technical assistance to Express in responding to dislocations due to Hurricanes Katrina and Rita.

Representatives from the public workforce system in Oklahoma attended Express's 2006 annual conference on February 22 and 23 in Oklahoma City, OK.

The BRG facilitated a connection between Express and the Illinois Department of Employment Security focusing on military base realignment and closure in 2006.

### FIRST DATA CORPORATION

Partner since February 2004



First Data is the world's leading payment processor and provides the backbone for people and businesses to quickly and safely engage in financial transactions anytime, anyplace. First Data has 29,000 employees and 182,000 Western Union agents worldwide. In the United States, the company has 23,500 employees in 207 locations and 45,000 agent locations.

#### *ETA events*

First Data attended the business partner forum in Washington, D.C., on May 14, 2004, and presented at the Workforce Innovations conference in July 2004.

First Data participated in the layoff aversion workgroup conference call in October 2004.

#### *Workforce system outreach*

First Data held local partnership meetings during 2004 in Corpus Christi, TX, on March 10; Omaha, NE, on March 22; Daytona Beach, FL, on April 2; Langhorne, PA, and Staten Island, NY, on April 15; and Columbus, GA, on April 20. Local workforce areas helped First Data with its need for over 1,200 new employees across these sites.

First Data also met on April 16, 2004, with staff from the Department of Defense to discuss employment opportunities in areas where its facilities operate near a military base, as well

## Active Partnerships

as telecommuting opportunities for military spouses.

Officials from First Data met with BRG staff on November 8, 2004, to discuss the ongoing partnership and avenues for exploration.

BRG staff have helped to connect First Data to state Rapid Response coordinators in targeted areas.

The BRG provided technical assistance to First Data in responding to dislocations due to Hurricanes Katrina and Rita.

First Data met with Assistant Secretary DeRocco on June 26, 2006, and made a presentation of its National Hispanic Business Information Clearinghouse. The on-line clearinghouse is designed to assist small businesses.

### HCA

Partner since June 2002

### HCA

#### Background

HCA (formerly Hospital Corporation of America) is located in 23 states, employs 175,000 individuals, and operates 178 hospitals and 180 surgery centers. The national business partnership rollout occurred in 2003 with the opening of three new HCA hospital locations in Denver, CO; Nashville, TN; and Las Vegas, NV; and existing facilities in California.

#### ETA events

HCA participated in the employer reception and the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005. HCA participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

On September 15, 2005, a local HCA representative was a panelist on connections with employers at Job Corps' 40th anniversary national conference in Washington, D.C.

HCA attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

On December 4, 2006, HCA participated in the business roundtable on literacy with Assistant Secretary DeRocco and Assistant Secretary Troy R. Justesen from the U.S. Department of Education's Office of Vocational and Adult Education.

On May 20, 2007, BRG staff met with HCA to discuss ongoing partnership activities.

#### Workforce system outreach

A kickoff conference call was held on March 30, 2003, to introduce HCA corporate and local representatives to their corresponding state and local One-Stop Career Center representatives. Participants learned about the new offices, functions, and jobs available with HCA and the services of local One-Stop Career Centers.

HCA contacted the BRG about connecting in nine locations where it had streamlined administrative functions: Las Vegas, NV; Tampa, FL; Atlanta, GA; Richmond, VA; San Antonio, TX; Houston, TX; Dallas, TX; Orange Park, FL; and Denver, CO. These locations had significant hiring needs as they assumed duties for the patient account services and supply chain services for local hospitals.

On March 21, 2005, Assistant Secretary DeRocco visited HCA's headquarters in Nashville, TN, to review the successful grants through the High Growth Job Training Initiative.

The BRG provided technical assistance to HCA in responding to dislocations due to Hurricanes Katrina and Rita.

## Active Partnerships

### THE HOME DEPOT

Partner since May 2002



The Home Depot has over 1,500 stores nationwide in all 50 states and employs over 290,000 workers in the United States, Canada, and Mexico.

#### *Innovations*

The Home Depot launched the first National Hiring Partnership with ETA and has remained an active partner with the public workforce system. From the beginning of its partnership with the public workforce system in June 2002 through the end of 2005, there were 22,770 hires out of One-Stop Career Centers.

The company is also a national leader in its recruitment and hiring of veterans and military spouses. It launched "Operation Career Front" on September 21, 2004, at a press conference in Washington, D.C., with Secretary Chao, Secretary of Veterans Affairs Anthony Principi, and Department of Defense Under Secretary David Chu. This campaign connects military spouses, separating military personnel, and veterans with positions at The Home Depot. As part of the campaign, The Home Depot sent posters, brochures, and other materials to One-Stop centers and has arranged local partnership meetings to roll out the campaign nationwide. In 2005, the company hired 17,109 veterans, up from 16,071 in 2004.

The company actively recruits military spouses and offers portable benefits. Among other benefits, through Project Homefront, The Home Depot helps military families with home repair while their loved ones are away on active duty.

#### *ETA events*

The Home Depot presented at the Workforce Innovations conference in July 2004.

The Home Depot participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

The Home Depot was a panelist at the Workforce Innovations conference in Anaheim, CA, and attended the business partner reception on July 12, 2006.

The Home Depot sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007.

#### *Workforce system outreach*

Home Depot kicked off its partnership with ETA in June 2002 with a live-satellite downlink featuring CEO Bob Nardelli and Secretary Chao that was transmitted to all Home Depot stores.

The Home Depot implemented a Web-based application enabling One-Stop referrals to apply online from the One-Stop instead of applying at the store kiosk. The online application went live in August 2003, and an announcement was distributed to BRG State Coordinators.

The BRG delivered a presentation in Charlotte, NC, at a DOL Veterans Employment and Training Service (VETS) conference on April 20, 2004, to discuss partnership activities in greater depth. The Home Depot also attended the business partner forum in Washington, D.C., on May 14, 2004.

The Home Depot enlisted the help of the BRG in recruiting bilingual jobseekers at One-Stop Career Centers.

The Home Depot was listed as a "featured employer" on AARP's Web site and was a participant in the press conference on February 28, 2005.

The Home Depot launched a partnership with SER to implement a recruitment and training program for older workers in six locations.

The BRG provided technical assistance to The Home Depot in responding to dislocations due to Hurricanes Katrina and Rita. The company launched a major recruitment effort following

## Active Partnerships

the hurricane, and the BRG sent information about hiring opportunities with The Home Depot to the State Coordinators.

The Home Depot worked extensively with the Office of Apprenticeship on development of on-the-job training programs. The BRG also helped to develop connections with VETS and the President's National Hire Veterans Committee.

The BRG assisted The Home Depot in working with Toys "R" Us's regional human resource managers to recruit laid-off workers. The BRG also assisted in connecting with VETS and in understanding the public workforce system's communications with individuals served through One-Stop Career Centers.

The Home Depot was a panelist at the National Veterans Employment Summit and Job Fair on November 9, 2006, in Norfolk, VA.

The BRG continues to support The Home Depot's recruitment efforts and met with company representatives to develop communications and coordination for the spring 2007 hiring campaign.

### IBM

Partner since November 2002



IBM's Technical Training Services (formerly known as the Learning Center) is the largest in the world, and customers take the training alongside IBM employees.

### ETA events

IBM led the layoff aversion workgroup at the Workforce Innovations conference in July 2004. IBM also participated in the interagency workgroup on disabilities.

IBM participated in the employer reception and the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005. IBM participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

IBM attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12. IBM also participated in Talent Plaza at the conference, as a partner of the Arizona Software Quality Training Initiative.

In June, 2007, IBM participated in a Roundtable Discussion hosted by ETA for the Taskforce on the Aging of the American Workforce.

### Workforce system outreach

BRG staff worked with IBM talent managers to develop and include information about One-Stop Career Center services in IBM human resources materials. Additionally, the BRG worked with IBM to connect its contract outplacement firm to DOL regional offices and local workforce system representatives with the goal of having them work together to assist IBM employees.

The BRG facilitated a conference call on April 7, 2004, between IBM and the other business partners to discuss IBM's idea for a national business partner consortium to prevent layoffs by leveraging the human resources needs of each of the partners.

BRG staff followed up by hosting and facilitating the business partner consortium discussion, a meeting for IBM and interested national business partners on May 14, 2004, in Washington, D.C.

The company helped to coordinate a conference call on layoff aversion on October 29, 2004. The purpose of the call was to share the outcomes of a workgroup focusing on placing highly qualified employees who are facing layoffs within other national business partners.

The BRG provided technical assistance to IBM in responding to dislocations due to Hurricanes Katrina and Rita.

## Active Partnerships

### MANPOWER

Partner since October 2002



Manpower is a world leader in the staffing industry, providing workforce management services and solutions through 1,100 offices nationwide and 3,900 offices worldwide.

#### *Innovations*

Manpower launched the staffing industry's first nationwide partnership rollout in May 2003, and held two partnership anniversary events in 2004 and 2005. Those events helped the company to forge new models for partnership between the public workforce system and the staffing industry.

The company was also extensively engaged with ETA and the Mississippi Department of Employment Security to provide opportunity to individuals who were displaced by Hurricane Katrina. Through the Working Your Way Back Home partnership in Mississippi, Manpower created several new tools for partnering with the workforce system. These included a Career Passport, which validates the skills and job-readiness of individuals completing a Manpower assessment, as well as a pre-registration form to facilitate cross-referrals between Manpower and the One-Stop Career Center system. These tools may be equally valuable for partnerships across the public workforce system.

Manpower received a Recognition of Excellence award at the 2006 Workforce Innovations conference for its TechReach program in Albuquerque, NM. The program demonstrated outstanding "e3 partnerships" bringing employers, education, and the workforce system together to prepare hearing-impaired individuals for jobs in electronic assembly.

#### *ETA events*

Manpower attended the business partner forum in Washington, D.C., on May 14, 2004.

Manpower presented at the Workforce Innovations conference in July 2004 and also participated in the layoff aversion workgroup. Furthermore, Manpower participated in the interagency workgroup on disabilities in July 2004.

Manpower attended the interagency workgroup on disabilities on September 16, 2004. Manpower also participated in the layoff aversion workgroup conference call in October. Manpower presented with staff at the Disability Conference and the Youth Forum in Chicago on November 15, 2004.

Manpower participated in the employer reception and presented its partnership model at the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005.

Manpower participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

At the 2006 Workforce Innovations conference, Manpower presented a learning lab on its experiences as a partner with the Mississippi Department of Employment Security in response to Hurricane Katrina. Manpower attended the business partner reception on July 12.

Manpower participated as a panelist at the National Rapid Response Summit in St. Louis, MO, on May 23-25.

On December 4, 2006, Manpower participated in the business roundtable on literacy with Assistant Secretary DeRocco and Assistant Secretary Troy R. Justesen from the U.S. Department of Education's Office of Vocational and Adult Education.

Manpower exhibited and sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007.

BRG staff continues to work with Manpower to discuss ongoing partnership activities.

## Active Partnerships

### *Workforce system outreach*

The partnership kickoff, dubbed “Maypower with Manpower,” occurred in 130 meetings at local Manpower offices across the country during the month of May 2003. The meetings provided an overview of each organization and discussed partnership opportunities at the local level.

Manpower hosted a one-year partnership anniversary event, which included BRG State Coordinators and Manpower Area Managers, on May 20, 2004, at its headquarters in Milwaukee, WI. Success stories, lessons learned, and challenges were discussed. Manpower Chief Executive Officer Jeff Joerres and Assistant Secretary DeRocco recognized the participants’ outstanding partnership work over the past year.

Manpower met with Deputy Assistant Secretary Mason Bishop and representatives from the BRG and the Office of Youth Services on January 18, 2005, to discuss Manpower’s experience training and placing youth over the past several decades.

Manpower held a forum in Washington, D.C., on May 18, 2005, to celebrate the second anniversary of Maypower with Manpower. The forum, which was attended by Assistant Secretary DeRocco and Manpower Chief Executive Officer Jeff Joerres, recognized innovative partners from across the country and presented several models for successful partnerships. One of the partnerships that was recognized, with Cabela’s and Nebraska Workforce Development, was featured in a Webinar on Workforce3One on August 18, 2005.

The BRG met with Manpower and its outplacement subsidiary, Right Management, on June 9, 2005, to discuss responses to BRAC.

The BRG provided technical assistance to Manpower in responding to dislocations due to Hurricanes Katrina and Rita and joined a meeting with the Assistant Secretary and senior corporate officials on September 14, 2005.

Manpower has played a leading role in responding to the dislocations caused by Hurricanes Katrina, Rita, and Wilma. On October 6, 2005, Manpower Chief Executive Jeffrey Joerres took part in a joint announcement with Secretary Chao and Senator Thad Cochran of a partnership effort to provide opportunities for Mississippians to return to their home areas.

The implementation of the Working Your Way Back Home partnership in Mississippi launched on March 24 with a Webinar for relocation counselors, Mississippi WIN Job Center regional coordinators, and Manpower branches in Mississippi. Manpower participated in a governor’s workforce conference in Mississippi on January 10-12.

The BRG and representatives from IBM and Manpower met on October 4, 2005, to discuss ongoing partnership initiatives and plan next steps.

Manpower is working in partnership with a comprehensive consortium of agencies and organizations to support the regional workforce needs of the transportation industry in the Chicago, IL, area. This partnership includes Will County Transportation and Logistics Council (WCTLTC), Will County Center for Economic Development, Grundy Economic Development Council, Will and Grundy Counties’ workforce investment boards, several local organizations, community colleges, and associations including the Department of Social Security, Tri-Rivers Manufacturing Association, and Joliet Junior College. Manpower, with Joliet College, is developing a customized industry-approved curriculum, competency model, and standardized assessment toolkit, to be approved and validated by industry/ council. The goal of the project will be enrolling at least 3,900 participants over the next 2-3 years. On June 20, Manpower met with the WCTLTC to develop the implementation steps for this project.

## Active Partnerships

### METLIFE

Partner since July 2005



MetLife began its involvement with ETA through the High Growth Job Training Initiative for the financial services industry. Subsequently, the company initiated discussions around a range of business solutions.

#### *Innovations*

##### *ETA events*

MetLife participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005, and the financial services industry strategy session on career academies at Hartford Job Corps Academy on September 30, 2005.

MetLife attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

##### *Workforce system outreach*

The company independently built successful local relationships with the workforce system—notably in Tulsa, OK, and Warwick, RI—and worked with the BRG to launch broader public workforce system connections.

MetLife met with the BRG on July 26, 2005, to discuss partnership opportunities and ways to kick off a relationship between MetLife's human resource operations and the public workforce system.

The BRG facilitated a conference call between MetLife and the state and local public workforce systems in Warwick, RI, on December 20, 2005. MetLife has had a solid local relationship in Rhode Island for many years and is interested in expanding and replicating this relationship.

The BRG facilitated a conference call between MetLife and the state and local public workforce systems in Tampa, FL, on January 6, 2006. The connections have pinpointed a number of areas of potential alignment and partnership opportunities.

During a follow-up call with MetLife on October 11, 2006, the BRG reconnected with the company and discussed ongoing activities and connections around the High Growth Job Training Initiative and additional business solutions. The company has developed an innovative distance learning tool and is interested in technology-based learning initiatives in ETA.

### PRIMEFLIGHT

Partner since October 2004



PrimeFlight employs over 10,000 employees at more than 60 U.S. airports and provides a complete range of services including high-quality facility management, security, and aviation services.

#### *Innovations*

PrimeFlight has reached out extensively to One-Stop Career Centers as a primary source of talent. The company has developed a customized partnership guidebook for its human resources managers and for One-Stop Career Centers that outlines PrimeFlight's objectives, career opportunities, hiring practices, and partnership expectations. This guidebook has been well received by the public workforce system.

##### *ETA events*

PrimeFlight was a panelist at the Workforce Innovations conference in July 2005 and shared its models for connecting with the public workforce system.

PrimeFlight attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007.

##### *Workforce system outreach*

PrimeFlight's division vice president met with the BRG on October 7, 2004, to discuss opportunities and move forward with a partnership. The company identified 10 airports with the greatest need for workers at all levels, from entry level to management. These air-

## Active Partnerships

ports were in Boston, El Paso, Ft. Myers, FL, Kansas City, LaGuardia, Minneapolis-St. Paul, Newark, Philadelphia, San Antonio, and San Diego. PrimeFlight compiled the jobs available and the wages offered for each location. A subsequent conference call with PrimeFlight's regional vice presidents, the State Coordinators for the 10 targeted airports, and One-Stop Career Center representatives helped to establish local relationships for recruitment and hiring.

BRG staff met with PrimeFlight executives on December 21, 2004, to discuss the partnership and develop next steps. The company reported that the initial partnerships in 10 pilot locations were enormously successful, with up to 80 percent of One-Stop referrals leading to hires at the company.

PrimeFlight requested immediate assistance placing workers at the Seattle-Tacoma airport. The BRG facilitated a connection with the State Coordinator in Washington State, leading to approximately 325 referrals and filling all 60 open positions.

PrimeFlight held a meeting with Assistant Secretary DeRocco on March 29, 2005, to discuss its successful partnership activities, its ongoing workforce challenges, and the airline and homeland security industries. At the meeting, the company shared a prototype of its innovative customized partnership manuals to facilitate connections with state and local workforce systems. The meeting also initiated a wide-ranging discussion of additional potential connections, including reaching out to Job Corps, apprenticeship, grantees of the High Growth Job Training Initiative, and pilot New American Centers.

The BRG provided technical assistance to PrimeFlight in responding to dislocations due to Hurricanes Katrina and Rita.

PrimeFlight widened its workforce system connections to focus on its 25 largest operations locations for rolling out its partnership. The company developed customized partnership

manuals for each location, and the BRG facilitated introductions to the workforce system. In one example, PrimeFlight reported a successful recruitment in Honolulu.

Based on the success of PrimeFlight's partnership with the workforce system, other divisions of PrimeFlight's parent company, SMS Holdings, began to explore their own recruitment relationships. The BRG helped to educate human resources staff at SMS Clean, which performs cleaning functions for public facilities such as airports and malls, about the public workforce system and facilitated a connection in Texas.

PrimeFlight approached its business partner Delta Airlines about leveraging PrimeFlight's relationship with the public workforce system across the country. The BRG assisted the company in connecting to the public workforce system in Atlanta and with ETA Region 3 regarding this potential area for partnership. The BRG also facilitated connections with PrimeFlight and Delta in Los Angeles, CA; Salt Lake City, UT; and Cincinnati, OH—areas identified by Delta as having particularly significant hiring needs.

The BRG will continue to support PrimeFlight's workforce connections and will help to explore apprenticeship and other ETA connections.

### SERVICE MANAGEMENT SYSTEMS, INC.

Partner since September 2007



SERVICE MANAGEMENT SYSTEMS

Service Management Systems, Inc. (SMS) is a facility management company headquartered in Nashville, Tennessee and one of the largest facility services companies in the country specializing in providing services to high traffic public facilities such as hospitals, hotels, shopping centers, and airports. Currently, SMS provides services to over 34 states

#### *Priority engagements*

Veterans, older workers

## Active Partnerships

### *Innovations*

SMS has begun to reach out extensively to One-Stop Career Centers nation-wide as a primary source of talent. The company has developed a recruitment campaign, the Recruit Right Initiative, for its human resources managers and for One-Stop Career Centers that outlines SMS's objectives, career opportunities, and hiring practices. The Recruit Right Initiative focuses on recruiting and hiring exclusively through One-Stop Career Centers.

### *Workforce system outreach*

On September 21, the BRG met with SMS to discuss its operations, Recruit Right Initiative, and develop a partnership.

In October, SMS officially launched the Recruit Right Initiative.

SMS provided Web content for ETA's Web page, noting SMS offices and nearest One-Stop Career Centers.

On November 29, SMS provide a presentation to BRG State Coordinators on the Recruit Right Initiative. SMS has been very successful in supporting and encouraging management to engage with the one-stop system and provided an update on their successes to date. SMS also requested feedback from the workforce system on this initiative.

The BRG will continue to support SMS's recruitment efforts, as well as explore additional avenues for partnership.

### **SCHNEIDER NATIONAL**

*Partner since February 2006*



Schneider National Inc., based in Green Bay, WI, is the nation's largest trucking company and is a leading provider of transportation, logistics, and related services. The company has actively pursued a partnership for hiring of workers throughout its operations and rapidly

built its human resources capacity to reach out to One-Stop Career Centers across the country. The company is building off of initial success in Ohio, where a recruiter's efforts at the One-Stop Career Centers has led to increased recruitment and reduced turnover.

### *Innovations*

Unlike most trucking companies, which focus their recruitment on truck driving schools, Schneider has its own truck training academies at five sites nationwide, and it offers paid training – including transportation to the academies and two weeks of living expenses – to qualified applicants.

### *ETA events*

Schneider participated as a panelist at the National Rapid Response Summit in St. Louis, MO, on May 23–25, 2006.

Schneider attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Schneider exhibited and sponsored activities at the Workforce Innovations conference in Kansas City, MO, July 2007, as well as participated in the Talent Plaza. Schneider also attended the business partner reception at the conference.

### *Workforce system outreach*

On February 23, the BRG met with Schneider to discuss its operations and develop a partnership. Following this meeting, Schneider developed a campaign to target key markets where it will connect with the public workforce system and publicize its hiring. During April, May, and June, the company targeted Akron, OH; Savannah, GA; Milwaukee/Green Bay, WI; Tulsa, OK; Louisville, KY; Scranton/Allentown, PA; Memphis, TN; Columbia, SC; and St. Louis, MO.

Schneider provided Web content for ETA's Web page noting its available jobs and also contributed trucking-related content to Career Voyages.

## Active Partnerships

Schneider has also actively pursued a diverse workforce and is an AARP featured employer. It has worked to hire veterans and returning service members.

The BRG will continue to support Schneider's local recruitment efforts and will also explore additional avenues for partnership, such as apprenticeship.

### SHELL OIL

Partner since January 2004



Shell Oil Company, its subsidiaries, and the companies in which Shell Oil holds a substantial interest have extensive operations in the United States. These organizations explore, develop, produce, purchase, transport, and market crude oil and natural gas. They also purchase, manufacture, transport, and market oil and chemical products and provide technical and business services. Shell Oil Company is an affiliate of the Royal Dutch/ Shell Group of Companies.

#### ETA events

Shell also participated in the layoff aversion workgroup conference call in October 2004. Shell participated in the Energy Industry Workforce Solutions Forum in December 2004.

Shell participated in the employer reception and the BRG integrated business solutions meeting at the Workforce Innovations conference in July 2005.

Shell attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

#### Workforce system outreach

Shell has partnered with the public workforce system for assistance in recruiting for its refineries and other organizations, as well as connecting training opportunities and youth pipelines. Shell is a strong supporter of programs that interest youth in science and math education careers.

Discussions between Shell's Workforce Development Team and the BRG led to a targeted rollout plan for the national business partnership. Targeted rollouts in Los Angeles, CA; Shreveport/Baton Rouge, LA; and Houston/Galveston, TX, focused on educating plant managers about the public workforce system. A partnership meeting was held on July 12, 2004, in Houston, TX, in partnership with the local workforce board and state Texas Workforce Commission representatives.

The BRG assisted Shell in developing a guide for human resources managers on working with One-Stop centers in the event of worker dislocations.

The BRG provided technical assistance to Shell in responding to dislocations due to Hurricanes Katrina and Rita.

Shell participated in a Webinar on workforce solutions in the energy industry.

### SOVEREIGN BANK

Partner since January 2006



Sovereign Bank is an \$83 billion financial institution with nearly 800 community banking offices and approximately 12,000 team members, with principal markets in the Northeast United States. Sovereign offers a broad array of financial services and products including retail banking, business and corporate banking, cash management, capital markets, wealth management, and insurance. Sovereign is the 18th largest banking institution in the United States and is interested in partnering with the public workforce system across its portfolio.

#### Workforce system outreach

Senior human resources staff from Sovereign Bank met with the BRG on January 19 and April 12, 2006, to discuss Sovereign's structure, workforce needs, and plan for partnering with the public workforce system. On May 3, 2006,

## Active Partnerships

the BRG coordinated a conference call with Sovereign representatives and State Coordinators in the New England region. On May 12, 2006, the BRG coordinated a similar call for the mid-Atlantic region. Sovereign followed up on these calls to hold meetings at the state level to determine local action plans.

The BRG will continue to provide technical assistance as Sovereign develops its local connections and will provide assistance in making additional connections. In addition to maintaining connections to the public workforce system, the BRG is also pursuing solutions around military spouses.

### STARBUCKS

Partner since December 2006



Starbucks has 5,668 company-operated coffeehouses and 3,168 licensed locations in all 50 states. The average age of its workforce is below 25.

#### Priority engagements

Technology-based learning, youth, veterans

#### Innovations

Starbucks's in-company training program — largely provided on-line at its store locations — is recognized by a number of U.S. universities and can be accredited to provide up to approximately 25 percent of total credit hours required for a bachelor's degree.

#### ETA events

Starbucks was a panelist at the National Veterans Employment Summit and Job Fair on November 9, 2006, in Norfolk, VA.

Starbucks attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007.

#### Workforce system outreach

Starbucks officials met with Assistant Secretary DeRocco on December 7, 2006, to discuss priorities and partnership opportunities.

On January 16, 2007, Starbucks joined the BRG and several of ETA's program offices to explore potential connections and alignment with ETA priorities. The BRG continues its communication collaboration with Starbucks in identifying future partnership opportunities.

### TOYS "R" US

Partner since July 2002



There are 679 Toys "R" Us stores, 188 Babies "R" Us stores, 37 Imaginarium stores, 4 Geoffrey stores, and 13 distribution centers.

#### ETA events

Toys "R" Us attended the business partner forum in Washington, D.C., on May 14, 2004, and presented at the Workforce Innovations conference in July 2004.

#### Workforce system outreach

In 2002 and 2003, successful nationwide roll-outs, dubbed Operation Geoffrey, successfully connected Toys "R" Us stores to their local One-Stop Career Centers to help them fill their 45,000 seasonal positions.

In January 2004, the BRG assisted Toys "R" Us in the closure of the Kids "R" Us division by alerting state coordinators and rapid response coordinators and developing a Web site designed to provide information about the closings and the services of the public workforce system for One-Stop representatives and Kids "R" Us managers.

The final Kids "R" Us stores closed in 2004, and an e-lert was sent to relevant BRG state coordinators and their state Rapid Response coordinators to inform them about the final closures.

Toys "R" Us launched its 2004 seasonal hiring campaign in 20 metropolitan markets most in need of temporary and part-time workers: Atlanta, Baltimore, Boston, Chicago, Cleveland, Dallas, Denver, Detroit, Houston, Los Angeles, Miami, Minneapolis, New Orleans, New York, Philadelphia, Pittsburgh, St. Louis, San Diego,

## Active Partnerships

San Francisco, and Washington, D.C. Toys “R” Us regional managers initiated meetings with State Coordinators and One-Stop Career Centers in those markets to plan for recruitment and hiring of seasonal workers.

Toys “R” Us arranged a more intensive meeting in Dallas, TX, to develop a pilot recruitment process using Unicru, an online job application tool. The Unicru pilot allows jobseekers to apply for Toys “R” Us positions directly from One-Stop centers.

On March 17, 2005, the company announced it was being sold in its entirety to a group of investors led by KKR Group, Bain Capital, and Vornado Realty. The BRG held a meeting on April 12, 2005, with Toys “R” Us and Babies “R” Us officials to discuss the impact of the corporate buyout and develop a plan for additional workforce connections. Following this meeting, the BRG helped to facilitate a connection to staff a new flagship Babies “R” Us location in New York City. In April 2005, Toys “R” Us announced that 1,700 employees nationwide would be laid off or reduced to part-time status. The BRG helped inform the workforce system of the layoffs and facilitated a connection in Northern California, which had the largest layoffs.

Toys “R” Us participated in the roundtable discussion on Older Workers with the Assistant Secretary and the GAO on August 22, 2005.

The BRG provided technical assistance to Toys “R” Us in responding to dislocations due to Hurricanes Katrina and Rita.

In September 2005, the BRG provided technical assistance as Toys “R” Us prepared for its upcoming seasonal hiring campaign. On January 6, Toys “R” Us announced it was closing 73 stores. An additional 12 stores were being converted to the Babies “R” Us format. The BRG alerted its State Coordinators about the layoffs. The BRG held calls with The Home Depot and CVS about connecting to stores that are closing, and also informed the National

Retail Federation Foundation about potential opportunities to retrain individuals at its Retail Skill Centers.

A script was added to the toll-free help line providing information and directing impacted individuals to their One-Stop Career Center.

Toys “R” Us and Babies “R” Us senior leadership on May 15 met with Office of Workforce Investment staff to review hiring initiatives and plan additional partnership activities. Toys “R” Us is partnering with Unicru to handle on-line associate applications, and the company will be directing individuals to One-Stop Career Centers to apply.

The Office of Workforce Investment assisted Toys “R” Us in connecting in Ohio, where the company is opening a new distribution center.

The BRG will continue to work with Toys “R” Us to inform One-Stop Career Centers about the company’s on-line application process.

### WERNER ENTERPRISES

Partner since April 2003



Werner is a leading truckload transportation provider of general commodities, with over 8,100 trucks and 10,000 employees.

#### Priority engagements

Veterans, apprenticeship

#### Innovations

Werner has developed a unique on-line system for tracking referrals from One-Stop Career Centers automatically. Because Werner recruiters are constantly on the road and have little time for data entry, this system allows recruiters to visit One-Stops more frequently and to see the results effortlessly. In addition, the system allows One-Stops and workforce boards to get regular updates on the success of

## Active Partnerships

the individuals they refer, all through the Web-based system.

Werner has aggressively recruited veterans to be civilian truck drivers. Eligible veterans who enter Werner's Professional Truck Driving Apprenticeship Program, registered by the U.S. Department of Labor, can receive benefits through the Montgomery G.I. Bill for a full year while they complete their coursework and on-the-job learning. Since the apprenticeship program launched on May 2, 2006, more than 5,000 truck drivers, including more than 1,100 veterans, have registered as apprentices.

### *ETA events*

Werner attended the business partner forum in Washington, D.C., on May 14, 2004, presented at the Heartland Conference in St. Louis, MO, on June 9, 2004, and presented at the Workforce Innovations conference in July 2004.

Werner participated in the Transportation Executive Forum in Washington, D.C., on September 14, 2004. Werner also participated in the layoff aversion workgroup conference call in October 2004.

Werner was a panelist at the Workforce Innovations conference in July 2005 and shared its referral tracking system. At the conference, Werner participated in the employer reception and the BRG integrated business solutions meeting.

Werner attended the business partner reception at the Workforce Innovations conference in Anaheim, CA, on July 12, 2006.

Werner was a panelist at the National Veterans Employment Summit and Job Fair on November 9, 2006, in Norfolk, VA.

Werner attended the business partner reception at the Workforce Innovations conference in Kansas City, MO, on July 18, 2007. Werner also participated in the Apprenticeship Plaza at the conference.

### *Workforce system outreach*

BRG staff visited Werner's corporate headquarters in Omaha, NE, on July 23, 2003, to discuss Werner's strong need for more truck drivers, mechanics, and managers.

Local partnership events were held in 2004 as pilots in Dallas, TX; Chicago, IL; and Sacramento, CA. Representatives from the local workforce boards and One-Stops as well as Werner staff and field recruiters attended.

On January 19, 2005, Werner executives met with staff from the BRG, VETS, the Office of Apprenticeship, and the Veterans Administration to explore recruiting veterans who are eligible for funding through the G.I. Bill. Werner also expressed its intention to develop a registered apprenticeship program.

The BRG provided technical assistance to Werner in responding to dislocations due to Hurricanes Katrina and Rita.

The BRG provided technical assistance to Werner regarding Foreign Labor Certification and facilitated a connection with the Office of National Programs.

Werner met with Assistant Secretary DeRocco, Assistant Secretary for Veterans Employment and Training Charles Ciccorella, and staff from the Office of Workforce Investment and the Office of Apprenticeship on August 8, 2006, to discuss its successful apprenticeship.

The BRG will continue to foster connections within ETA and with the state and local public workforce systems. This will include continued support for Werner's registered apprenticeship programs and outreach to military bases to recruit veterans.

## Other Partners

The BRG maintains communication with the following employers and provides assistance in implementing business solutions as requested:

- Bank of America
- Good Samaritan Society
- Marriott International
- Menlo Worldwide
- REI
- Universal Health Services (UHS)
- Verizon

The BRG has had substantial recent discussions with the following multi-state employers exploring partnership opportunities:

- Automotive Federation
- Best Buy
- Greyhound
- First Advantage
- McDonalds
- Office Depot
- Safeway
- St. Paul Travelers

## Career Awareness

### CAREER VOYAGES

[www.careervoyages.gov](http://www.careervoyages.gov)

Career Voyages is a collaborative Web site of the U.S. Department of Labor and the U.S. Department of Education. It provides critical information on high growth, in-demand occupations along with the skills and education needed to attain those jobs.

The Web site seeks to:

- Provide visitors with key information about the in-demand occupations such as:
  - Growth rates and projected need over the next ten years;
  - Wage trends; and
  - Typical education and training levels.
- Direct visitors to local training and education opportunities to prepare for these occupations and to help them advance in a career path toward a brighter future
- Inform visitors of the industry-sponsored sites with important career and education information

Career Voyages provides value to all Americans, but especially targets four groups:

- Students: young people who are either still in high school or who have graduated and are looking for a promising career with a bright future
- Career changers: individuals facing a career change either due to disruptions in their field, separation from the military, etc. who are looking to find a better job in a growing field
- Parents: parents and guardians trying to help their son or daughter make good career and/or educational choices

- Career advisors: career counselors, educators, clergy, coaches, and anyone who assists others with identifying and preparing for occupational opportunities

### *ETA in Action*

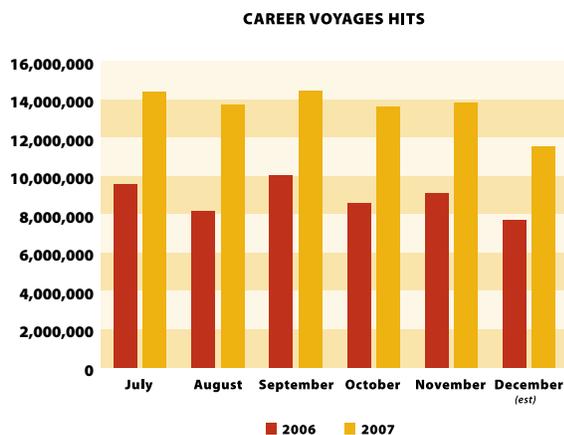
The Career Voyages Web site continues to grow, with new content from government-funded resources as well as industry partners. New partnerships provided content for very specific areas:

- PTA Goes to Work: Parents and Career Advisors pages.
  - Aerospace:
  - Air
  - Space
  - National Defense
  - Research and Development
- Transportation: Air
- Construction: Commercial/Industrial and Residential
- Information Technology – Section redesigned to include the following sub-areas:
  - Learn More About the IT Field,
  - Administration,
  - Development, and
  - Integration.
- Energy:
  - Electric Power
  - Renewables
- Health Care industry:
  - Acute Care
  - Allied Health
  - Medical Laboratory
  - Primary Care

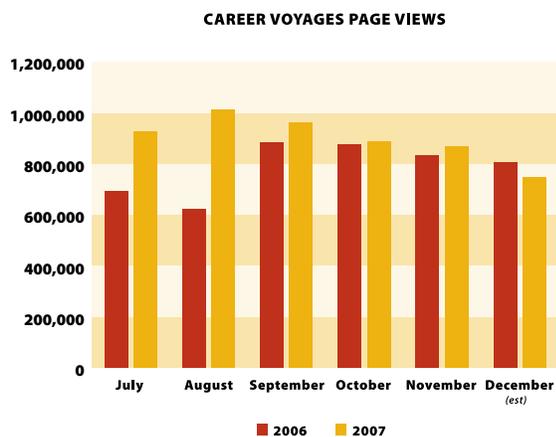
## Career Awareness

More partnerships like these are currently being developed and will be added on a regular basis. In addition to this new content, a comprehensive translation of the site into Spanish was completed.

In the second half of 2007, the site had a healthy amount of traffic with approximately 87 million hits and 5 million page views. Several new site statistic records were set during this period in Visits, Unique Visitors, and Repeat Visitors. Year-over-year gains in hits are growing.



The year-over-year page views statistics indicate a slight drop. This decrease is attributed to a change in navigation which was recently addressed with additional changes in navigation. The decrease appears to be reversing and a return to good year-over-year growth is anticipated in 2008.



In 2008, Career Voyages will continue to grow and add customization. A primary driver of this growth will be the ongoing content acquisition and creation for the individual industries and specific sectors. Customization will come in the form of developing and offering information about key regions for each of the industries as appropriate. Data from official government sources as well as industry partners will make up the core of this new information. Outreach continues to be a priority as well with future efforts to reach out to the Spanish-speaking community, other audience specific groups, and collaborative efforts with industry partners.

### *BRG contact*

Justin Navarro

## IN DEMAND MAGAZINE

In Demand magazine is the result of a partnership between the U.S. Department of Labor and McGraw Hill Construction that highlights job opportunities, career paths for young people, and career awareness for parents, teachers, and guidance and school counselors. Each issue explores careers in a different high-growth industry. It offers resources to explore careers and tips on how to help students build successful futures.

### *ETA in action*

The first four issues of the magazine focused on specific high-growth, high-demand industries:

- Careers in Construction, in November 2005
- Careers in Energy, in January 2006
- Careers in Advanced Manufacturing, in April 2006
- Careers in Health Care, in May 2006

In September 2006, the U.S. Department of Labor, in partnership with McGraw Hill Construction, released a back-to-school

## Career Awareness

cross-industry issue, *In Demand: Careers in Science-Technology-Engineering-Mathematics*, featuring several high-growth industries such as biotechnology, advanced manufacturing, geospatial technology, health care, nanotechnology, construction, transportation, and homeland security.

For each edition, 1 million copies of this magazine were sent to 18,427 high schools across the United States. Copies of *In Demand* are available for download at [www.careervoyages.gov/indemandmagazine-main.cfm](http://www.careervoyages.gov/indemandmagazine-main.cfm).

### *ETA contact*

Denise Kennedy

## NATIONAL PARENT TEACHER ASSOCIATION (PTA)

In September 2005, ETA awarded the National Parent Teacher Association (PTA), one of this country's largest volunteer child advocacy associations, a President's High Growth Job Training Initiative grant. ETA and the PTA partnered to provide school personnel, students, and families with information that will better enable high school age youth to utilize available resources to assist with career planning and to help them make the right academic decisions that will affect successful transitions from school to work.

### *ETA in action*

Through its partnership, ETA and the PTA have launched the PTA Goes to Work Campaign and developed both an internet site and a PTA Career Planning Toolkit. Parents and guardians are one of the most important keys to a young person's success in education and in employment. In today's economy, parents and guardians need to be as well informed about their child's opportunities in the 21st century workforce as school guidance counselors and teachers. The PTA Goes to Work Web site ([www.pta.org/goestowork](http://www.pta.org/goestowork)) is a gateway for parents and school officials to explore vast career opportunities and allows students to

navigate their own academic preparation. The PTA Career Planning Toolkit showcases high-growth industries and the skills needed to attain jobs. The toolkit provides three guides targeting the full array of PTA's audiences and includes additional items by ETA to promote career planning and college exploration.

The toolkit was mailed in the fall of 2007 to over 26,000 local and state PTAs, as well as 80,000 middle and high school officials, and shared with parents and school officials. The toolkit is also available on the Career Voyages Web site ([www.careervoyages.gov](http://www.careervoyages.gov)); Workforce3One ([www.workforce3one.org](http://www.workforce3one.org)); and ETA's Web site ([www.doleta.gov](http://www.doleta.gov)) to promote a broader use.

### *ETA contact*

Maisha Meminger

## WORKFORCE3 ONE

[www.workforce3one.org](http://www.workforce3one.org)

Workforce3 One strives to support a workforce investment system that works collaboratively with key stakeholders such as employers, the educational system, economic development, and others to develop talent in the context of regional economies, capitalize on new and growing job opportunities in high-growth, high-demand, and economically vital industries, and enhance overall global competitiveness.

Workforce3 One seeks to build the capacity of the nation's workforce investment system and build a community of practice that will enable the system to:

- Effectively deliver integrated and solutions-based services
- Promote effective leadership and sustainable partnerships that seek to develop talent in the context of regional economies

## Career Awareness

- Anticipate and expedite responsiveness to the workforce needs of business & industry
- Foster innovation in communities that will support regional economic growth

### *Workforce3 One in Action*

Registered users have surpassed the 25,000 mark. Content and features also continue to grow on the site, with more than 5,500 content resources posted. The innovative Quick Start Action Planner for Regional Economic Development continues to attract users, along with dynamic and informative Podcasts and Webinars. To date, ETA has hosted more than 150 Webinars, engaging over 10,000 individuals through these events.

Workforce3 One continues to advance the WIRED framework through multi-media on the site featuring:

- Self-learning modules, such as the newly posted WIRED 101 series that presents the journey to WIRED; an overview of the WIRED framework and the six-step transformational process to regional economic development;
- Podcasts featuring such presenters as Randall Kempner on Why Regionalism?;
- Tools to use to identify your regional economy or to map regional assets; and
- Innovations in Action articles that present dynamic approaches for replication.

Also, Workforce3 One has updated and relaunched. The site includes enhanced and new features which greatly improved the ease of use and navigation for the user. One of the newest features of the site was the creation of the Workforce Solutions section, which houses a searchable database of the products, tools, and materials developed through the President's High Growth Grant Initiative and the Community-based Job Training Initiative.

To further promote the Workforce Solutions that are available for dissemination and adoption by all Workforce3 One communities, a sampling of them are featured in the monthly e-newsletter sent to all 25,000 registrants. To learn more about these solutions, you may want to check out the archived Podcasts. These brief Podcasts serve as "infomercials" to describe the workforce challenge and solution in a dynamic way.

By collecting these resources and being a central part of ETA's dissemination of grant products, Workforce3 One is helping to drive transformation of the workforce system and helping regions to implement economic development initiatives.

### *OWI contact*

Robin Fernkas