U.S. Department of Labor (USDOL) Employment and Training Administration (ETA) Office of Apprenticeship (OA) Washington, D.C. 20210	Distribution: A-541 Headquarters A-544 All Field Tech A-547 SD+RD	Subject: Program Guidance Memorandum (PGM): Goals For Fiscal Year (FY) 2015 Code: 943
Symbols: DPAMS/AV	REGISTERED APPRENTICESHIP. *Earn. Learn. Succeed.*	Action: Immediate

PURPOSE: To provide guidance to field, regional, and national office staff on the Fiscal Year (FY) 2015 strategies, measures, and milestones the OA is responsible for and to inform OA staff of the requirements for developing this fiscal year's annual plans.

BACKGROUND: The areas outlined in the PGM contribute to implementing the President's Job Training Agenda and USDOL Secretary Tom Perez's vision to build a responsive job training system for business and workers. Among the job-driven workforce solutions is the transformation of Registered Apprenticeship for the 21st century. In 2014, the President and Vice President announced new federal investments using existing funds to support job-driven training, including Registered Apprenticeships. ETA is working to build on successful Registered Apprenticeship models, drive ongoing innovation, and support state and regional strategies to expand quality registered apprenticeships. This effort is backed by making $100 million in existing H-1B funds available for American Apprenticeship Grants to reward partnerships that help more workers participate in apprenticeships. The Funding Opportunity Award (FOA) solicitation was released in December of 2014 to launch apprenticeship models in high-growth fields, align apprenticeships to pathways for further learning and career advancement, and scale apprenticeship models that work. These endeavors will ensure Registered Apprenticeship remains a top workforce solution for more industries and workers.

The President continues to call on Congress to create a training fund to help states and regions double the number of apprentices over five years (from 375,000 to 750,000 by 2019). To meet this ambitious goal, ETA is transforming the Registered Apprenticeship system by adopting new programmatic process improvements and technological approaches to meet the increase demand for services and functions.

The areas outlined in the PGM are consistent with the intent of the National Apprenticeship Act and its implementing regulations, Title 29 CFR part 29 (labor standards for apprenticeship programs) and Title 29 CFR part 30 (equal employment opportunity in apprenticeship programs). Organizing annual work plans and performance standards to align with the PGM ensures OA staff members are in alignment with Departmental goals and performing work consistent with DOL regulations. The PGM is intended to serve as the template for planning purposes for the field, state, regional, and national office.

ACTION: OA staff are expected to become familiar with the goals in the PGM, follow the guidance contained in this bulletin to plan, undertake activities, and report results for FY 2015. Regional Offices should refer to the attached PGM for the required elements and reporting format.

REPORTING: It is important that all regional offices report in a timely, consistent, and accurate manner. The regional plans and reports should be results oriented. Regional Annual Plans should be sent via electronic mail to the National Office to Mike Qualter on qualter.michael@dol.gov by February 9, 2015.

The regions will receive the submittal dates for the mid-year and end-of-year reports.

Use the RAPIDS to enter data no later than the 5th day after the end of each quarter. If you have questions, please contact Mike Qualter at 202-693-3014.

2015 Office of Apprenticeship Program Guidance Memorandum
October 1, 2014 – September 30, 2015

The purpose of the program guidance memorandum (PGM) is to provide guidance to field, regional and national office staff on the strategies, output measures, and milestones for the OA. The areas outlined in the PGM support USDOL's Strategic Goal 1 to prepare workers for better jobs and ETA's Strategy I to implement the President's job-driven agenda. The PGM is also consistent with the intent of the National Apprenticeship Act and its implementing regulations, Title 29 CFR part 29 (labor standards for apprenticeship programs) and Title 29 CFR part 30 (equal employment opportunity in apprenticeship programs). Organizing annual work plans and performance standards to align with the PGM ensures OA that staff members perform work consistent with DOL regulations, and that OA is in alignment with Departmental goals.

This document is intended to serve as the template for the development of field, state, regional, and national office work plans. Regional Directors, State Directors, and technical staff[1] will lift those pieces of the overall OA operating plan that relate directly to the work within their sphere of responsibility. Each individual plan will <u>not</u> necessarily include every milestone or measure outlined in the PGM. For example, there are a number of measures and milestones that the national office is responsible for implementing, such as the development and publication of the American Apprenticeship Grants and the development and implementation of an automated program standards builder. The PGM provides the big picture which individual, state, and regional plans can easily attach. The Fiscal Year 2015 PGM attempts to create better alignment between individual standards and office work plans.

As context for determining appropriate targets, the national office considered inputs and resources including:
- National, regional, and field office staff levels and roles
- Travel and supply allocations
- IT funding to maintain, update, and improve the program's case management system (Registered Apprenticeship Partners Information Data System – RAPIDS) and to develop and implement an automated program standards builder
- H-1B funds for the American Apprenticeship Grants

<u>Instructions</u>

1) Executive Summary: This section should provide the overall context for the plan, key drivers (for example, state licensing) and an assessment of the state/status of Registered Apprenticeship in the specific geographic area. It also allows the Apprenticeship Training Representative (ATR), State Director, (SD) or Regional Director (RD) an opportunity to include a more analytical assessment of challenges and opportunities; the status of current programs; and the potential for program promotion in traditional and non-traditional areas.

2) Activities: To the extent that the region will engage in specialized activities, please add these to your plan in blue font.

3) Targets: Please fill in region specific targets in the PGM table; these efforts, when executed collectively, will allow OA to accomplish the national targets as stated in the US DOL Operating Plan. Tables containing the national targets have been provided for additional context.

4) Remarks: After each strategy, space has been allocated to provide brief remarks which may focus on:
- A.) Innovative programs, special efforts, best practices, and specific industry areas that the regional office plans to show progression at the mid-year and end-of-year reports, and;
- B.) Expectations, challenges, or opportunities unique to a particular strategy. Where appropriate, your remarks should be industry and/or state focused.

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[1] Technical staff, in discussions with supervisors and in relation to regional and state targets, should include components of the PGM that are relevant to their work. Because OA is primarily a field organization with regional and national office support, it is imperative that technical staff develop an individual comprehensive annual work plan that supports the overall OA Operating Plan and their individual performance standards, especially in the cases where technical staff work autonomously in the field.

1.1 Advance employment opportunities for US workers in 21st century demand sectors and occupations using proven training models and through increased employer engagement and partnerships
1.2 Provide marketable skills and knowledge to increase workers' incomes and help them overcome barriers in the middle class through partnerships among business, education, labor, community organizations, and the workforce system.

ETA Operating Plan: Strategy 1 – Implement the President's Job Driven Agenda
ETA/OA Strategy IF: Transform, Registered Apprenticeship for the 21st Century

The measures and milestones below support the primary goal of expanding quality Registered Apprenticeship opportunities while placing an emphasis on increasing the diversity of participants and maintaining program integrity.

Collaboratively Lead a Uniquely American Apprenticeship System:
System Building, Policy Leadership, and Innovation

OA FY 2015 Priority Initiatives Action Areas: 1.1 – American Apprenticeship Grants | 1.2 OA/SAA Partnership Building |1.3 Policy Guidance.

FY 2015 ETA Operating Plan:
o Release the American Apprenticeship Grant Solicitation (12/30/14)
o Award American Apprenticeship Grants (3/31/15)
o Provide technical assistance to support American Apprenticeship Grant recipients by hosting an academy for grantees (9/30/15)
o Percent of apprentices who receive a certificate of apprenticeship completion within one year of the expected completion date (47%)

Key areas and strategies which OA will employ over the next year to support the goal for doubling the numbers of active apprentices by 2019 include:

- Support American Apprenticeship Grant Initiative and its focus on launching apprenticeship models in high-growth fields, align apprenticeships to pathways for further learning and career advancement, and scale apprenticeship models that work.
- Support robust paneling of grant applications and participate and support orientation webinars on grants, performance, roles of OA staff, repository, expectations, and assurances.
- Work with SAA partners in a joint team to examine RAPIDS re-engineering business process mapping, and data upload capability.
- Provide technical assistance and federal regulation interpretation.
- Encourage SAAs not currently using RAPIDS to utilize the system as their primary case management system.
- Ensure effective Customer Relationship Management with sponsors and key partners.
- Provide the most current products and services to our apprenticeship sponsors by collaborating effectively with our State Apprenticeship Agencies and industry partners.
- Provide technical assistance to sponsors utilizing RAPIDS to ensure timely program management.
- Protect the safety and welfare of the apprentice through Davis-Bacon certification.
- Provide effective technical assistance to increase completion rates.
- Provide technical assistance to sponsors utilizing RAPIDS to ensure timely program management.
- Reach and maintain an overdue rate of less than 15%.
- Identify programs with overdue apprentices and work with sponsors to amend completion dates, process completion requests, or process cancellations/suspensions in a timely manner.
- Track progress quarterly to reduce overdue status in the assigned workload.
- Provide technical assistance to assist RA program sponsors with completion rates that are significantly below the national average to improve their results.

- Provide technical assistance to sponsors utilizing RAPIDS to ensure timely program management.

NATIONAL OFFICE GOALS/MILESTONES

- Support the successful launch, implementation, and operation of the American Apprenticeship Grant initiative.
- Create a virtual technical assistance center that will provide industry specific tools, program development support, and other resources to grantees.

National Milestones (ETA Operating Plan):

Milestone	Q1	Q2	Q3	Q4
Release the American Apprenticeship Grant solicitation	Dec 30, 2014			
Award American Apprenticeship Grant		Mar 31, 2015		
Provide technical assistance to support American Apprenticeship Grant recipients by hosting an academy for grantees				Sept 30, 2015

- Increase completion and certification rates by focusing on timely completions. This rate is defined as the percentage of an apprenticeship cohort who receives a certificate of completion within one year of the expected completion date. Therefore, OA staff will work to improve timely completion of apprentices through enhanced technical assistance to program sponsors.

National Targets (ETA Operating Plan):

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Percent of apprentices receiving certificates of completion within one year of completion date. FY 2014 Result = 46.4%	47%	47%	47%	47%	47%

Education and Outreach and Expansion

OA FY 2015 Priority Initiatives Action Areas: 3.1 – SEAs | 3.2 – National Marketing | 3.3 Apprenticeship USA | 4.2 – Benefits to Employers and Apprentices from Federal Partnerships.

FY 2015 ETA Operating Plan:
o   Number of active registered apprentices nationally (450,000)

Key areas and strategies which OA will employ over the next year to support outreach and expansion include:

- Identify "Champions" to embrace, support, and help promote American Apprenticeship, including conducting outreach to Industry, public officials, foundations, CBOs, and others (follow up on regional roundtables), via the "Apprenticeship USA Leaders and Champions" report due the first quarter.
- Provide at least 5 best practices or success stories each quarter highlighting apprentices, employers, partnerships.
- Support local marketing campaigns by utilizing industry-specific materials, online resources, and use of social media.
- Critical activities include registering new programs, revising and adding new occupations to existing programs, and activities that generate significant growth in numbers of apprentices.
- Conduct promotional outreach to potential sponsors via telephone, e-mail, social media, in-person visits, and other efforts to directly interface with multiple employers, such as sector-based activity or industry association meetings. The field-level standard for FY 2015 will be initial outreach (or add-on)

activity to 120 separate potential sponsors, 25 of which should be in-person, and 90 of which should be in non-traditional occupations, per ATR / SD.

- Develop an outreach and promotion "Top Targets" plan within 30 days of signing performance standards, designed to access and promote RA, focusing on in-demand occupations and industries, particularly with large employers who have the potential to register the most numbers of new apprentices.
- Develop targeted plan, within 30 days of signing performance standards, designed to promote, access, and increase the number of Registered Apprentices by 15% during FY 2015, focusing on in-demand occupations and industries.
- Develop a plan for your region's targeted Sectors of Excellence in Apprenticeship (SEAs) industry (example: industry roundtable follow up), to be rolled out by the third quarter of FY 2015.
- Conduct national staff training and informational webinars on SEAs and conduct Regional-level webinars and share SEAs information, discussing success stories and results of the initiative, with the goal of replicating in other areas.
- Support SEAs in each Regional, bringing together state(s) and/or local sector employers, educators, and credentialing entities to create at least one SEA per region (roundtable follow up).
- Support SEA Implementation Plan, which incorporates an industry round table into SEA activities at the regional level, as well as convening industry champions in Quarters 3 and 4.
- Support National Office's efforts to develop a National Federal Government SEA that will develop greater opportunities to register apprenticeship programs with Federal agencies. OA will develop at least 3 new apprenticeship programs in Federal agencies.
- During the third quarter, further develop the "Apprenticeship Accelerator" framework by supporting efforts to link to school-to-work / pre-apprenticeship; identify points of contact / leads for occupations from OA; support National Office's efforts towards a nationally accepted curriculum; and develop or adopt National curriculum (such as NIMS).
- During the fourth quarter, further develop the "Apprenticeship Accelerator" framework by supporting efforts to engage industry regarding skills needs, promotion to industry, and addition of new occupations. Provide technical assistance to existing Registered Apprenticeship program sponsors and promote the apprenticeship model to potential new employers.

Primary Goal

ETA Operating Plan & National Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of active registered apprentices (nationwide) Baseline: FY 2013 = 375,000	415,000	420,000	430,000	440,000	450,000

Regional Annual Targets:

Measure	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Number of active registered apprentices (region wide)	8,500	5,500	25,000	31,500	56,500	54,000

Regional Quarterly Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of active registered apprentices (region wide)					

National and Regional Goals

The measures and milestones below support the primary goal of expanding quality Registered Apprenticeship opportunities while placing an emphasis on increasing the diversity of participants and maintaining program integrity.

National Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of new or significantly revised Registered Apprenticeship programs	175	200	200	225	800

Regional Annual Targets:

Measure	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Number of new or significantly revised Registered Apprenticeship programs	65	65	133	90	337	110

Regional Quarterly Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of new or significantly revised Registered Apprenticeship programs					

Provide brief remarks which may focus on:

A.) Innovative programs, special efforts, best practices, and specific industry areas that the regional office plans to show progression at the mid-year and end-of-year reports, and;
B.) Expectations, challenges, or opportunities unique to a particular strategy. Where appropriate, your remarks should be industry and/or state focused.
C) Provide highlights on:
   1. Effective strategies the region will utilize or utilized in developing regional SEAs.
   2. The region's implementation of a customer focused sector-specific consultative RA marketing campaign assisting employers in assessing their HRD/training needs.

Strategic Partnership Building

OA FY 2015 Priority Initiatives Action Areas: 2.1 Partnership Pilots 3-5 per Region | 2.2-WIOA Integration | 2.3 – Education

FY 2015 ETA Operating Plan:
o   Number of organizations that join the Registered Apprenticeship College Consortium (RACC) (150).

Key areas and strategies which OA will employ over the next year to support partnership building include:

- Identify 1 emerging model per OA state that either exists, or assist facilitating an apprenticeship industry partnership. Work with ORM Regions and FPOs to educate them on Registered Apprenticeship and research existing/emerging models in current ETA investments. Submit "Partnership Analysis" report in Quarter 1 identifying potential linkages.
- Meet with state and local WIBs, community colleges, economic development groups, and TAACCCT grantees to further potential linkages with Registered Apprenticeship programs.
- Provide technical assistance to State and local workforce boards about Registered Apprenticeship through a variety of modalities including in-person meetings, site visits, webinars, serving as technical advisors, as well as provision of tool kit resources.
- Promote increased funding and support from the workforce system for quality pre-apprenticeship and Registered Apprenticeship programs by approaching current sponsors (including CBO/FBOs) with

pre-Registered Apprenticeship and Registered Apprenticeship programs to explore support from WIBs.

- Provide technical assistance to Registered Apprenticeship programs in developing quality pre-apprenticeship programs.
- Identify and conduct activities in support of WIOA implementation related to provisions involving Registered Apprenticeship. Work in coordination with ORM Regional Offices to identify and conduct technical assistance activities related to WIOA implementation and Registered Apprenticeship.
- Expand membership in the Registered Apprenticeship-College Consortium (RACC) to include 100 members by the end of the first quarter and to at least 150 members by the end of the Fiscal Year.
- Conduct outreach to Registered Apprenticeship programs with articulation agreements to see if colleges are interested in joining the RACC.
- Conduct broader outreach to colleges about the benefits of RACC membership; such as, TAACCCT grantees in coordination with OWI and ORM.
- Conduct outreach to high school counselors at the state and local levels by presenting at educational conferences and meetings.
- Identify existing Youth Apprenticeship programs and provide information about CTE and Registered Apprenticeship linkages.
- Coordinate and conduct outreach efforts with VETS State Approving Agencies and provide information regarding GI Bill benefits.

National Targets (ETA Operating Plan):

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of organizations in the Registered Apprenticeship-College Consortium (RACC)	100	110	125	150	150

Regional Annual Targets:

Measure	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Identify 1 emerging model per OA state that either exists, or assist facilitating an apprenticeship industry partnership	2	1	5	8	6	3

Provide brief remarks which may focus on:

A.) Innovative programs, special efforts, best practices, and specific industry areas that the regional office plans to show progression at the mid-year and end-of-year reports, and;
B.) Expectations, challenges, or opportunities unique to a particular strategy. Where appropriate, your remarks should be industry and/or state focused.

Equal Employment Opportunity (EEO) and Diversity - Utilizing Technical Assistance, Data, and Oversight to Improve Quality and Increase Opportunities for Under-Represented Populations

OA FY 2015 Priority Initiatives Action Areas: 4.1 – Data-driven Oversight

FY 2015 ETA Operating Plan:
o Number of EEO compliance reviews of programs employing five or more apprentices conducted by apprenticeship staff (600)
o Publish NPRM to revise Registered Apprenticeship's EEO Regulations (12/30/14)
o Receive public comments, depending upon when the NPRM is published and public comment period ends (6/30/15)
o Conduct analysis of comments and draft Final Rule (9/30/2015)

Key areas and strategies which OA will employ over the next year to improve quality and increase opportunities for under-represented populations include:

- Develop a plan to increase women's participation in RA to at least 10 percent within 5 years.
- Within 30 days of implementation of performance standards, develop and implement state/area action plans, identifying programs with 5 or more apprentices that will receive a 29.30 compliance review. Identify in state annual plans, programs that have demonstrated a lack of progress or decline in participation rates of women and underrepresented populations since the last review and provide technical assistance to those programs to develop an Affirmative Action Plan (AAP) plan with tangible measures towards focusing on significant increases in the participation rate of women and underrepresented populations.
- Compile state profiles on EEO and diversity; share with staff and determine best and worst performers through data analysis and prioritization.
- Provide training on the new guidance to OA and or SAA staff within the 1st quarter after the guidance has been distributed.
- Provide guidance and direction to SAA states on EEO in apprenticeship.
- Use data to develop aggressive plans to support an increase of under-represented populations focused in the following areas:
  - Identify top and low performers on diversity/inclusion
  - Connect to WANTO grantees and T/A Centers
  - Veterans/RAVE Outreach Plans
  - Target EEO reviews to most at-risk
- Provide technical assistance to Registered Apprenticeship programs and CBOs in developing quality pre-apprenticeship programs.
- Increase by six programs the number of Registered Apprenticeship programs that provide direct entry form pre-apprenticeship programs, such as Job Corps, YouthBuild, and those serving Veterans.
- Facilitate a minimum of one meeting with program sponsors and CBOs serving underserved populations to encourage partnership.
- Support the development of three projects in FY 2015 that respond to the ACA's recommendations to improve veteran's access to apprenticeship.
- Promote quality Pre-Apprenticeship strategies and support Women in Apprenticeship and Non-Traditional Occupations Act (WANTO) technical assistance centers.
- Conduct quality assessments and provisional quality assessments.
- Conduct planned assessments on-site and through use of the remote assessment tool per instruction in the National Office circular #2013-01.

Note: EEO Compliance reviews and quality assurance assessments of existing programs are to be prioritized based on risk factors and underutilization rates to ensure the welfare of apprentices.

National Milestones (ETA Operating Plan):

Milestone	Q1	Q2	Q3	Q4
Publish NPRM to revise Registered Apprenticeship's EEO Regulations	Dec 30, 2015			
Receive public comments depending on when the NPRM is published and public comment period ends.			June 20, 2015	
Conduct analysis of comments and draft Final Rule				Sept 30, 2015

National Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of EEO compliance reviews of programs employing five or more apprentices conducted by apprenticeship staff	125	125	175	175	600

Regional Annual Targets:

Measure	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Number of EEO compliance reviews of programs employing five or more apprentices conducted by apprenticeship staff	23	23	114	125	205	68

Regional Quarterly Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of EEO compliance reviews of programs employing five or more apprentices conducted by apprenticeship staff					

Note: Prioritize reviews based on the size of the program and the date of last assessment

National Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of quality assurance assessments of existing programs conducted by apprenticeship staff	225	250	300	325	1,100

Regional Annual Targets:

Measure	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Number of quality assurance assessments of existing programs conducted by apprenticeship staff	133	126	200	200	300	100

Regional Quarterly Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of quality assurance assessments of existing programs conducted by apprenticeship staff					

Note: Prioritize reviews based on the size of the program and the date of last assessment

National Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of quality reviews for new programs one year after provisional registration conducted by apprenticeship staff	100	125	150	175	550

Regional Annual Targets:

Measure	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
Number of quality reviews for new programs one year after provisional registration conducted by apprenticeship staff	122	28	82	85	197	36

Regional Quarterly Targets:

Measure	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
Number of quality reviews for new programs one year after provisional registration conducted by apprenticeship staff					

Note: Prioritize reviews based on original approval/registration date

Provide brief remarks which may focus on:

A.) Innovative programs, special efforts, best practices, and specific industry areas that the regional office plans to show progression at the mid-year and end-of-year reports, and;
B.) Expectations, challenges, or opportunities unique to a particular strategy. Where appropriate, your remarks should be industry and/or state focused.
C.) Outline your region's strategies for prioritizing reviews of existing programs based on risk factors and underutilization rates.

Administer and Transform the Office of Apprenticeship

OA FY 2015 Priority Initiatives Action Areas: 4.3 – New Office Technology for the 21st Century | 5.1 OA Training

FY 2015 ETA Operating Plan:
o Development and implementation of an automated program standards builder (6/30/15)

Key areas and strategies which OA will employ over the next year to transform the system include:

- Support implementation of recommendations from the OPM Organizational Assessment and related staff resources, recruitment, organizational structure, and other items.
- Support enhanced and expanded internal communication between field, regional, and National offices through a variety of venues, including – but not limited to – the following: at least monthly Regional calls between Regional Offices and States and bi-weekly calls between National and Regional offices.
- Conduct activities in support of OA and ETA strategies in response to feedback from the Federal Employee Viewpoint Survey.
- Encourage and support staff participation in regional and national OA work teams focused on furthering OA FY 15 priority initiatives.
- Engage in internal process re-engineering efforts aimed to improve efficiency and effectiveness.
- Promote the use of the Apprentice Electronic Registration system (AER) to all new program sponsors in OA States in FY 2015; encourage new and existing apprenticeship program sponsors to create management accounts within RAPIDS.
- Identify and contact 80% of programs which have no apprentice activity in the last year to re-activate or cancel. Review and identify previously cancelled programs for reactivation consideration.
- Conduct State Office reviews of OA States to assess State or field office operations and processes for conformity with OA standard operating procedures.
- RDs and SDs should meet with all regional staff at least one time per year (pending availability of resources and utilizing electronic media where appropriate)

National Milestones (ETA Operating Plan):

Milestone	Q1	Q2	Q3	Q4
Development and implementation of an automated program standard builder			June 30, 2015	

Provide brief remarks which may focus on:

A.) Innovative programs, special efforts, best practices, and specific industry areas that the regional office plans to show progression at the mid-year and end-of-year reports, and;

B.) Expectations, challenges, or opportunities unique to a particular strategy. Where appropriate, your remarks should be industry and/or state focused.