

TRAINING AND EMPLOYMENT NOTICE	NO. 41-15
	DATE June 16, 2016

**TO:** STATE WORKFORCE AGENCIES  
 STATE WORKFORCE LIAISONS  
 STATE AND LOCAL WORKFORCE DEVELOPMENT BOARD CHAIRS  
 LOCAL WORKFORCE DEVELOPMENT BOARD ADMINISTRATORS  
 AMERICAN JOB CENTER DIRECTORS  
 EMPLOYMENT AND TRAINING ADMINISTRATION REGIONAL  
 ADMINISTRATORS

**FROM:** PORTIA WU /s/  
 Assistant Secretary

**SUBJECT:** Announcement of the Institutional Analysis of American Job Centers

1. **Purpose.** The Employment and Training Administration (ETA), in collaboration with the Department's Chief Evaluation Office (CEO), is pleased to announce commencement of a study to help the U.S. Department of Labor (DOL, or Department) learn more about the range of institutional features that shape day-to-day American Job Center (AJC) operations and customer experiences. DOL has contracted with Mathematica Policy Research, Social Policy Research Associates, The George Washington University, and Capital Research Corporation (the study team) to conduct this study.
2. **Background.** Because of the flexibility states and local areas have in determining how to best implement the job training and employment programs delivered through the AJCs, the Department is conducting a variety of evaluations to build the body of evidence around "what works" in this system. The Workforce Innovation and Opportunity Act reaffirms the role of the customer-focused one-stop delivery system at the community level and encourages greater collaboration and coordination to achieve an integrated and seamless service delivery system for job seekers and employers. This study will build on the Department's body of existing work by documenting the range of institutional features and dynamics that exist in the system's AJCs and that shape AJCs' day-to-day operations and customer experiences, as well as information on changes in operations and customer experiences as the public workforce system continues to implement WIOA.
3. **Description of the Institutional Analysis of AJCs.** The goals of the study are to systematically document key institutional characteristics of AJCs; present a comprehensive description of AJC funding, organization, administration and management, and service delivery structures and processes; and develop typologies of AJCs that capture the institutional variations documented. To achieve these goals, the study will systematically document AJC operations across 10 research domains: 1) administrative structure, 2) staffing, 3) partnerships, 4) management and performance, 5) service delivery for job seekers,

6) service delivery for employers, 7) marketing and outreach, 8) data systems and sharing, 9) funding and financial data, and 10) state and local context. Fifty AJCs have been selected to participate in this study, which consists primarily of intensive site visits. While on-site, the study team will interview AJC management and front-line staff, including partners, in order to examine center administrative structures, staffing and partnerships, service delivery, funding sources and resource sharing arrangements, among other things. In addition, Local Workforce Development Board staff will be interviewed in order to better understand the role that local boards play in shaping local-level AJC institutional features and operations. A brief survey of AJC partners will be conducted in a select number of study sites in order to learn more about how partners interact and work together. Participating AJCs will remain anonymous, to the greatest extent feasible, and individual research participants will be confidential. The data collection effort will begin in June 2016 and will conclude by December 2016.

4. **Anticipated Publications.** DOL anticipates developing two publications to share what we learn. These will be posted on the CEO and ETA websites and available publicly.
5. **Data Sources.** This study will draw upon two main information gathering activities. First, through one site visit to each of the 50 selected AJCs, the study team will conduct discussions with Local Workforce Development Board, AJC, and partner staff and observe AJC activities. Second, the study team will administer a survey to AJC partners in a select number of study AJCs.
6. **Action Requested.** States, Workforce Development Boards, and AJCs are encouraged to: (a) review and convey the information contained in this issuance to state and local workforce partners, as appropriate; and (b) participate in the study, if selected, by cooperating with DOL and the study team in communication and other coordination activities, including coordinating site visits and participating in information gathering activities for this research.
7. **Inquiries.** For more information about this study, contact Jonathan Simonetta, Deputy Chief Evaluation Officer, Chief Evaluation Office, at (202) 693-5085 or [simonetta.jon.A@dol.gov](mailto:simonetta.jon.A@dol.gov), or Wayne Gordon, Director, Division of Research and Evaluation, at (202) 639-3179 or [gordon.wayne@dol.gov](mailto:gordon.wayne@dol.gov), or contact the appropriate regional office.