

Implementing the Workforce Development One-Stop System in the United States

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Abstract

When the U.S. Congress passed the Workforce Investment Act (WIA) in 1998, its primary goal was to unify a fragmented employment and training system to better serve job seekers and employers. To create a more comprehensive workforce development system, WIA required states and localities to bring together most federally-funded employment and training services into a single service delivery system, called the one-stop center system. Sixteen different programs across four federal agencies must provide services through the one-stop system, either on-site or through electronic linkages or referrals. WIA provided flexibility to states and local areas to determine how to bring together the programs' services to best meet local needs. Services provided by the programs include job search assistance, skill assessment and case management, occupational skills and on-the-job training, basic education and literacy training, as well access to Unemployment Insurance and other supportive services. The system is governed by state and local workforce boards that help make key policy decisions and oversee one-stop operations. Because of the flexibility afforded in the system, ensuring consistency in the delivery of services is not a federal issue, but left to state and local areas to assess. Each of the federal programs, however, is subject to its own requirements related to eligibility and allowable services. Compliance with these requirements is determined through federal, state, and local monitoring of states' financial and performance data, as well as periodic reviews by oversight agencies. Establishing and maintaining the one-stop system has sometimes proven challenging, largely because no separate funding source was provided for the infrastructure, and, as a result, individual programs are forced to pay the bill. More than a decade after WIA was passed, we still don't know whether the vision of a unified workforce system that better serves job seekers and employers is being realized. National performance measures are limited to a program by program approach and evaluations have yet to be done. The Workforce Investment Act was due to be reauthorized in 2003, but efforts thus far have stalled.

Introduction

Since the 1960's, the United States' workforce development system has seen incremental changes in its structure, its services, and the role that federal, state, and local officials play in decisionmaking. Early federal employment and training programs largely focused on training for low income individuals or those on public assistance. Over time, the number of individual job training programs grew so that by 2003, GAO had identified more than 47 separate programs, administered by 9 federal agencies, that provided

employment and training services.¹ The array of job training programs operated in an uncoordinated patchwork of programs and agencies, often resulting in inefficiency, duplication of effort, and confusion for the job seeker. But, with the passage of WIA in 1998, the workforce development system has undergone a fundamental shift in the way employment and training services are provided. Comparing the structure of WIA to its predecessor programs we see several key themes emerge in the progression of employment and training policy in the U.S. These include:

- a decreasing focus on income eligibility as the only basis for accessing services;
- a decreasing focus on job training as the primary means for getting a job— assessing and marketing existing skills becomes the service of choice;
- an increasing focus on personal responsibility through self-service and consumer awareness, for example, in choosing training options;
- a greater focus on reducing duplication of effort—but through consolidating services, not programs;
- an increasing role for the private sector in guiding policy and a focus on the employer as customer; and,
- a greater focus on both state and local decisionmaking.

Since 2000, GAO has issued more than 25 separate reports on WIA alone, many that included recommendations regarding various aspects of WIA. This paper draws on GAO work conducted between 2000 and 2009 in which GAO examined the nature of the challenges confronting officials at all levels—federal, state, and local—in implementing the Workforce Investment System, what has been done to address them, and the challenges that remain.

What is WIA and how is it different?

WIA made several important changes to the existing employment and training system, but two are key—(1) it consolidated services for most federally-funded employment and training programs for adults and youth; and (2) it redesigned services under the largest employment and training program, JTPA, when it created three new funding streams— Adult, Dislocated Workers, and Youth. States were required to implement these changes by July 1, 2000. This paper will focus on the requirement to consolidate services.

The Structure of the One-Stop System Under WIA

To create a more comprehensive workforce investment system, WIA required states and localities to bring together the services of most federally-funded employment and training programs into a single service delivery system, called the one-stop system. Prior to WIA, services to job seekers were often provided through a patchwork of agencies and offices. While many of the programs shared similar goals, their services were rarely coordinated, creating an environment of confusion and frustration and hampering efforts to help job seekers get and keep a job. For about a decade before WIA was passed, states and localities had been experimenting with integrating some of their employment and training services, but none had gone so far as to include the full range required under WIA.

¹ GAO, *Multiple Employment and Training Programs: Funding and Performance Measures for Major Programs*, GAO-03-589. (Washington, D.C.: April 18, 2003.)

The U.S. Department of Labor has overall responsibility for administering the provisions of WIA. Sixteen federally funded workforce development programs administered by four separate federal agencies, including Labor, are required to provide their services through the one-stop system. In fiscal year 2010, Congress appropriated over \$18.3 billion for the 16 mandatory programs, including about \$3.2 billion for WIA. In addition, several of these programs, including all of the WIA-funded programs, received additional funding under the American Recovery and Reinvestment Act of 2009. The three WIA-funded programs in particular received a total of \$3.2 billion in additional funding. Even without the additional funding, these three WIA-funded programs combined currently constitute the largest federally-funded employment and training program in the U.S. (See table 1.)

Table 1. WIA's Mandatory Programs and Services, and Fiscal Year 2010 Appropriation (dollars in millions)

Federal Agency and Mandatory Program	Fiscal Year 2009 Appropriation	Services provided and target population
<i>Department of Labor</i>		
WIA Adult	\$862	Assessment, counseling, job readiness skills, and occupational skills training to individuals age 18 or older. Priority for intensive services and training is given to low-income individuals and public assistance recipients.
WIA Dislocated Worker	1,413	Assessment, counseling, job readiness skills, and occupational skills training to workers age 18 or older who have lost their jobs due to plant closures or layoffs.
WIA Youth	924	Assistance for youth ages 14-21 to complete an education program or to secure and hold employment. 30% of funds used on out-of-school youth.
Employment Service (Wagner-Peyser)	725	Assessment, counseling, job readiness and placement to any individual seeking employment who is legally authorized to work in the United States.
Trade Adjustment Assistance	1,818	Assistance to workers who lose their jobs due to international trade. Benefits include training, income support while in training, job search, relocation assistance, assistance with health insurance, and wage insurance for certain older workers.
Veterans' employment and training programs	256	Counseling and placement services to veterans, including those with service-connected disabilities; connections to other programs that can fund training.
Unemployment Insurance	3,990	Income support to individuals eligible under state law, who have become unemployed through no fault of their own and are looking for work.
Job Corps	1,708	A residential program that provides job training and job-readiness skills to disadvantaged at-risk youth, ages 16-24.
Senior Community Service Employment Program	825	Assessment, counseling, placement assistance, occupational skills training, and part-time community service employment for low-income persons age 55 and over.
Employment and training for migrant and seasonal farm workers	85	Assessment, counseling, placement assistance, occupational skills training, and other supportive services for economically disadvantaged migrant and seasonally-employed farm workers.
Employment and training for Native Americans	53	Assessment, counseling, placement assistance, occupational skills training, and other supportive services for Indian, Alaskan Native, and Native Hawaiian individuals.
<i>Department of Education</i>		
Vocational Rehabilitation Program	3,085	Assessment, counseling, placement assistance, occupational skills training, and other rehabilitative services to individuals with disabilities; priority is given to those with the most significant disabilities
Adult Education and Literacy	640	Assessment and basic skills and literacy training to adults over the age of 16, not enrolled in school, who lack a high school diploma or the basic skills to function effectively in the workplace and in their daily lives
Vocational Education (Perkins Act)	1,272	Improvement of vocational and technical education programs through curriculum and professional development, purchase of equipment, services to members of special populations, and other activities.
<i>Department of Health and Human Services</i>		
Community Services Block Grant	700	A wide array of assistance, including, but not limited to, employment or training to low-income families and their communities.
<i>Department of Housing and Urban Development</i>		
HUD-administered employment and training	Not available	A wide range of employment and training-related services to residents of public and assisted housing and other low-income persons, including the Community Development Block Grants.

Source: 2011 Budget requests for Departments of Labor, Education, HHS, and HUD

Each state must have one or more designated local workforce investment areas, and each local area must have at least one comprehensive one-stop center where core services for all mandatory programs are accessible.² WIA allows flexibility in the way these

² Services may also be provided at affiliated sites, defined as designated locations that provide access to at least one employment and training program.

mandatory partners provide services through the one-stop system, allowing co-location, electronic linkages, or referrals to off-site partner programs. While WIA requires these mandatory partners to participate, it does not provide additional funds to support the one-stop system infrastructure, such as facilities or data systems. As a result, mandatory partners are expected to share the costs of developing and operating one-stop centers.

While the focus of the one-stop system's mandatory partners is on providing employment and training services, local areas may include other partners to meet their specific needs. For example, since WIA's beginning, many local areas have included the Temporary Assistance for Needy Families (TANF), the federal cash assistance program, in their systems. Some have also partnered with their local community colleges—2-year institutions of higher learning—with some locating a portion of their one-stop system on community college campuses. And, local economic development agencies are increasingly partnering with the one-stop system in an effort to better market the communities' services and better anticipate employers' needs.

Officials at all levels have generally considered the changes under WIA to be moving the system in the right direction, but creating these one-stop centers where services were consolidated across a broad range of programs was a daunting task and states and local areas encountered some challenges along the way.

Governance of the One-Stop System Involves the Private Sector

WIA called for the development of workforce investment boards to oversee WIA implementation at the state and local levels. At the state level, WIA requires, among other things, that the workforce investment board (often called the "WIB") assist the governor in helping to set up the system, establish procedures and processes for ensuring accountability, and designate local workforce investment areas. WIA also requires that boards be established within each of the local workforce investment areas to carry out the formal agreements developed between the boards and each partner, and to oversee one-stop operations. The WIBs have no control over the funds for most of the mandatory partner programs and have only limited authority over a portion of the WIA funds designated for adult and youth activities.

WIA specifies the categories of members that should participate on the workforce investment boards, but does not prescribe a minimum or maximum number of members. It allows governors to select representatives for the board from various segments of the workforce investment community, including business, education, labor, and other organizations. The specifics for local board membership are similar to those for the state. Private-sector leadership and involvement on these boards has been seen as crucial to shaping the direction of the workforce investment system. In that respect, WIA requires that private-sector representatives chair the boards and make up the majority of board members.

WIA's statutory requirements for the WIBs created some challenges for states and localities, at least initially. As a result of the board membership requirements, boards became rather large and unwieldy. In a 2001 report, we noted that the average number of members on state workforce boards often exceeded 40 and sometimes reached as high as 64. Local boards were just as large. By comparison, major private-sector corporate boards often have around 12 members. Officials reported that the size of the boards made it difficult to recruit the necessary private-sector board members and to set-up and

conduct meetings. Some local areas experimented with different approaches to reduce the size of boards, including developing extensive committee structures.³ Currently, Labor reports that the state and local WIBs are about the same size as they were at WIA's inception. However, Labor notes that well-functioning boards have found that dividing into subcommittees has allowed them to function more efficiently.

One-Stop Infrastructure Has Evolved Over Time

In 2007, we reported that WIA's service delivery infrastructure was still evolving, and between 2001 and 2007, the number of one-stop centers nationwide—both comprehensive and affiliated sites—had declined somewhat, a fact that states most often attributed to a decrease in funding. At last count, there were just over 1,850 comprehensive one-stops in the 580 local areas across the country. Services for mandatory programs were increasingly available through the one-stop system in 2007, though not always on-site. States continued to have services for two key programs—WIA Adult and Dislocated Workers—available on-site at the majority of the one-stop centers. The on-site availability of some other programs—such as, Job Corps, Migrant and Seasonal Farm workers, Senior Community Service and Employment Program, and Adult Education and Literacy—had declined slightly between 2001 and 2007. However, the overall availability of these programs' services increased, largely because of substantial increases in access through electronic linkages and referrals. Despite the increased availability of some programs at one-stop centers, in some local areas the linkages between key programs never really developed.

Lacking a dedicated source of funding to support infrastructure, most states and local areas rely heavily on one or two programs to support one-stop costs, although some states disperse the costs among numerous programs. WIA and the Employment Service were the two programs most often identified in our 2007 survey as funding sources used for infrastructure—the non-personnel costs of operating comprehensive one-stop centers. In a 2003 report on promising one-stop practices, we noted that some local one-stops were finding other ways to creatively increase one-stop funds through fee-based services, grants, or contributions from partner programs and state or local governments.⁴

Local Flexibility is Key to Program Design

As mentioned earlier, WIA's goal was to reduce the confusion and redundancy that existed in workforce development programs. It did so by requiring that programs coordinate services—it did not consolidate the programs. To facilitate coordination, WIA allowed states and local areas to develop their own approaches for serving job seekers and employers. This local flexibility has allowed innovation in streamlining and enhancing services across the array of programs in the one-stop. In our 2003 promising practices study, we reported that some states and localities had found creative new ways to serve job seekers. Some had, for example, expanded partnerships to include a number of community-based organizations that could provide some of the unique services that the local job seekers needed. One local one-stop had over 30 optional partners that

³ GAO, *Workforce Investment Act: Better Guidance Needed to Address Concerns Over New Requirements*, GAO-02-72, (Washington, D.C.: October 4, 2001).

⁴ GAO, *Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing Is Needed*, GAO-03-725, (Washington, D.C.: June 18, 2003).

included a county-funded health clinic, an alternative high school, and an organization that provided free business attire to low-income women. Most of the one-stop centers in our study also took steps to educate all one-stop staff—regardless of program affiliation—on the range of program services in the one-stop center. A stated goal in some of these centers was to make the program affiliation of individual staff members invisible to the customer. Finally, we found that most of the centers consolidated their intake processes or case management systems, thereby making the intake process more efficient and eliminating the need for job seekers to go through more than one intake interview.⁵

Individual programs' definitions and separate information systems have sometimes hampered efforts to coordinate services across programs. For example, although both TANF and WIA focus on work, different program definitions—such as what constitutes work or what income level constitutes self-sufficiency—have made coordination between the programs difficult. In addition, welfare and workforce agencies often use different information systems and agencies do not readily share data with other systems.

Because of the local flexibility WIA affords, consistency across one-stop centers is not a concern under WIA. States and local areas are given the authority—within broad statutory guidelines—to develop approaches to providing services that work for their local area. However, each of the programs participating in the one-stop has their own authorizing legislation, and compliance with these requirements must be ensured. This is done through a combination of communication and oversight. For example, states and local areas must submit routine reports to federal agencies on certain aspects of their operations, including expenditures and program participation. In addition, a variety of state and federal entities—including the GAO, various agencies' Inspectors General, and state legislative branch auditors—conduct audits and other oversight activities to assess compliance with federal rules.

Employers Are Also Seen as Customers Under WIA

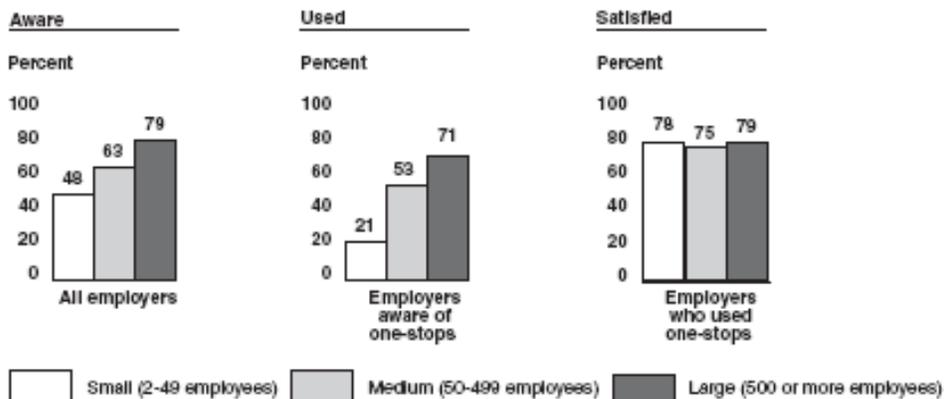
WIA requires that the one-stop system also engage the employer as customer by helping employers identify and recruit skilled workers. Engaging employers is seen as critical to successfully connecting job seekers with available jobs. In our 2003 promising one-stop practices study, officials at the exemplary one-stops we visited told us they engaged and served employers in various ways. Most of the one-stops had specialized staff who conducted outreach to individual employers or to industry clusters and served as their primary point of contact for accessing one-stop services. In addition to dedicating specialized staff, all of the one-stops we visited worked with intermediaries to engage and serve employers. Intermediaries, such as a local Chamber of Commerce or an economic development entity, served as liaisons between employers and the one-stop system, helping one-stops to assess the workforce needs of employers while connecting employers with one-stop services. Finally, these one-stops also tailored their services to meet employers' specific workforce needs by offering an array of job placement and training assistance designed for each employer. These services included specialized recruiting, pre-screening, and customized training programs.⁶

⁵ GAO-03-725.

⁶ GAO-03-725.

Despite the efforts of one-stop centers to engage employers, the extent to which the one-stop center is actually positioned to serve their needs has been a concern to many. In 2004 and again in 2006, we surveyed randomly selected small, medium, and large employers to determine the extent to which they were aware of, used, and were satisfied with the one-stop system. Most medium and large employers were aware of and use the system and were satisfied with its services (see fig 1).

Figure 1: Percentage of Business Establishments Aware of, Using, and Satisfied with One-Stops



Source: GAO 2004 survey of private sector business establishments in the United States.

Regardless of size, just over 70 percent of employers responding to our 2006 survey reported that they hired a small percentage of their employees—about 9 percent—through one-stops. Two-thirds of the workers they hired were low-skilled workers, in part because they thought the labor available from the one-stops was mostly low-skilled. Employers told us they would hire more job seekers from the one-stop labor pools if the job seekers had the skills they were seeking. Most employers used the centers’ job posting service, fewer made use of the one-stops’ physical space or job applicant screening services. Still, when employers did take advantage of services, they generally reported that they were satisfied with the services and found them useful because they produced positive results and saved them time and money. When employers did not use a particular one-stop service, in most cases they said that they either were not aware that the one-stop provided the service, said they obtained it elsewhere, or said that they carried through on their own.⁷

What Do We Know About How Well WIA’s One-Stop System Is Working?

Understanding whether the WIA one-stop system is working has been illusive for policymakers and program implementers alike. While WIA’s design called for greater accountability than previous employment and training programs, its performance

⁷ GAO, *Workforce Investment Act: Employers Found One-Stop Centers Useful in Hiring Low-Skilled Workers; Performance Information Could Help Gauge Employer Involvement*, GAO-07-167, (Washington, D.C.: December 22, 2006). GAO, *Workforce Investment Act: Employers Are Aware of, Using, and Satisfied with One-stop Services, but More Data Could Help Labor Better Address Employers’ Needs*, GAO-05-259, (Washington, D.C.: February 18, 2005).

measurement system suffers from shortcomings that limit its usefulness in understanding the full reach of the system. And, while WIA required Labor to conduct at least one multi-site control group evaluation, such a study has not yet been completed.

WIA's Performance Measurement System. WIA requires that performance measures for the three WIA programs gauge outcomes in the areas of job placement, retention, earnings, skill attainment and customer satisfaction. States generally must use their Unemployment Insurance (UI) wage records to track and report on employment-related outcomes.⁸ While these readily available UI wage records have some shortcomings, such as time lags in the availability of data, they provide an objective and inexpensive means to measure outcomes and allow for a fairly consistent national view of WIA performance.

Under WIA, actual performance is assessed against negotiated performance goals. WIA holds states accountable for achieving their performance goals by tying performance to financial sanctions and incentive funding. States that meet their performance levels under WIA are eligible to receive incentive grants that generally range from \$750,000 to \$3 million. States that do not meet at least 80 percent of their WIA performance levels are subject to sanctions. If a state fails to meet its performance levels for 1 year, Labor provides technical assistance, if requested. If a state fails to meet its performance levels for 2 consecutive years, it may be subject to up to a 5-percent reduction in its annual WIA formula grant.

We have identified several issues regarding WIA's performance measurement system. For example, job seekers who receive services that are self-service or informational in nature are excluded from being used to calculate performance. Thus, only a small proportion of the job seeker population who receive services at one-stops are actually reflected in WIA outcome data—customers who use self-services are estimated to be the largest portion of those served under WIA. In a 2004 study, we reported that some estimates show only about 5 percent of the individuals who walked into a one-stop center were actually registered for WIA and tracked for outcomes.

A longstanding challenge in assessing the performance of job training programs has been how to reward successful outcomes without creating an incentive for program managers to help only the most promising customers. Our 2002 study of WIA's performance measurement system reported that many states were citing performance goals as a factor in local staff decisions about who would receive services.⁹ In our site visits, one state official described how local areas were carefully screening potential participants and holding meetings to decide whether to officially register them in the program. As a result, individuals who were eligible for and might have benefited from WIA-funded services may not have received them.

Perhaps the greatest limitation of WIA's performance measurement system is that there is no provision for measuring overall one-stop performance. The law provides for only a program-by-program approach that cannot be easily used to assess the overall one-stop.

⁸ Each state maintains UI wage records to support the process of providing unemployment compensation to unemployed workers. The records are compiled from data submitted to the state each quarter by employers and primarily include information on the total amount of income earned during that quarter by each of their employees.

⁹GAO, *Workforce Investment Act: Improvements Needed in Performance Measures to Provide a More Accurate Picture of WIA's Effectiveness*, GAO-02-275, (Washington, D.C.: February 1, 2002).

While most programs operating through the one-stop system track progress in meeting their own performance goals, the programs vary in what they measure and how they measure it, and, therefore, the data cannot be rolled up to get an overall one-stop score. Labor has taken some steps to improve the compatibility of performance measures across programs by requiring states to use a common set of performance measures for all employment and training programs, but these changes do not extend beyond the programs Labor administers. Moreover, not all programs participating in the one-stop system share the same program goals. While many focus on increasing employment, some focus instead on other goals, such as improving basic literacy skills. And, given the range of optional partners—such as economic development agencies and community colleges—that the local flexibility affords, developing broad national one-stop goals may be difficult.

Conducting a Multi-Site Evaluation. Because of the limitations of performance measurement, assessing the success of the one-stop system must depend upon rigorous evaluations. WIA required Labor to conduct at least one multi-site control group evaluation to address the general effectiveness of programs and activities in relation to costs and the impact of services on the community and participants involved. However, Labor was slow to initiate the required evaluation and did not make it a research priority. While WIA required such an evaluation by 2005, Labor had declined to fund it in its budget proposals. In 2004¹⁰ and again in 2007,¹¹ we recommended that Labor comply with the requirements of WIA and conduct an impact evaluation of WIA services so that policymakers and program implementers could better understand what services—and in what combinations—are most effective for improving outcomes. In its fiscal year 2008 budget proposal, Labor identified an assessment of WIA’s impact on participants’ employment, retention, and earnings outcomes as an effort the agency would begin. Labor completed one evaluation and has awarded a contract for another—termed the “WIA Gold Standard Evaluation”. Results from the “Gold Standard” are not expected until 2015 and the study will focus only on services for the three WIA-funded programs.

The Future of the One-Stop System Under WIA

The Workforce Investment Act was due to be reauthorized in 2003, but efforts thus far have stalled, most often due to competing demands requiring the attention of the authorizing committees. When bills have been forwarded, competing philosophies regarding governance and service delivery strategies have kept them from being passed. Clearly, efforts to agree on the components of reauthorization are made more difficult by the lack of clear information about what works and what doesn’t. While some have been optimistic about the chances for reauthorization in this Congress, at present 2010 looks less promising. As the reauthorization process moves forward, our findings suggest that several key questions deserve attention:

- How can we ensure that policymakers have the information they need—information about what works and what doesn’t—to make critical decisions about where to place their scarce resources?

¹⁰ GAO, *Workforce Investment Act: States and Local Areas Have Developed Strategies to Assess Performance, but Labor Could Do More to Help*, GAO-04-657, (Washington, D.C.: June 1, 2004).

¹¹ GAO, *Veterans’ Employment and Training Service: Labor Could Improve Information on Reemployment Services, Outcomes, and Program Impact*, GAO-07-594, (Washington, D.C.: May 24, 2007).

- How might the key players in this system at all levels—federal, state, local, and the private sector—be brought to the table to participate as stakeholders and investors?
- How can we balance flexibility and accountability without unintended consequences in who gets served? and
- What can be done to make the system more nimble and able to adapt to changing economic and budgetary conditions?

GAO's Products Related to the Workforce Investment Act

These products may be accessed at www.gao.gov.

Workforce Investment Act: Labor Has Made Progress in Addressing Areas of Concern, but More Focus Needed on Understanding What Works and What Doesn't. GAO-09-396T. Washington, D.C.: February 26, 2009.

Employment and Training Program Grants: Evaluating Impact and Enhancing Monitoring Would Improve Accountability. GAO-08-486. Washington, D.C.: May 7, 2008.

Workforce Investment Act: One-Stop System Infrastructure Continues to Evolve, but Labor Should Take Action to Require That All Employment Service Offices Are Part of the System. GAO-07-1097. Washington, D.C.: September 4, 2007.

Workforce Investment Act: Additional Actions Would Further Improve the Workforce System. GAO-07-1051T. Washington, D.C.: June 28, 2007.

Workforce Investment Act: Employers Found One-Stop Centers Useful in Hiring Low-Skilled Workers; Performance Information Could Help Gauge Employer Involvement. GAO-07-167. Washington, D.C.: December 22, 2006.

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Workforce Investment Act: Labor Should Consider Alternative Approaches to Implement New Performance and Reporting Requirements. GAO-05-539. Washington, D.C.: May 27, 2005.

Workforce Investment Act: Employers Are Aware of, Using, and Satisfied with One-Stop Services, but More Data Could Help Labor Better Address Employers' Needs. GAO-05-259. Washington, D.C.: February 18, 2005.

Workforce Investment Act: Labor Has Taken Several Actions to Facilitate Access to One-Stops for Persons with Disabilities, but These Efforts May Not Be Sufficient. GAO-05-54. Washington, D.C.: December 14, 2004.

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Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing Is Needed. GAO-03-725. Washington, D.C.: June 18, 2003. Also related testimony GAO-03-884T.

Workforce Training: Employed Worker Programs Focus on Business Needs, but Revised Performance Measures Could Improve Access for Some Workers. GAO-03-353. Washington, D.C.: February 14, 2003.

Older Workers: Employment Assistance Focuses on Subsidized Jobs and Job Search, but Revised Performance Measures Could Improve Access to Other Services. GAO-03-350. Washington, D.C.: January 24, 2003

Workforce Investment Act: States' Spending Is on Track, but Better Guidance Would Improve Financial Reporting. GAO-03-239. Washington, D.C.: November 22, 2002.

Workforce Investment Act: States and Localities Increasingly Coordinate Services for TANF Clients, but Better Information Needed on Effective Approaches. GAO-02-696. Washington, D.C.: July 3, 2002. Also related testimonies GAO-02-739T and GAO-02-500T.

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Workforce Investment Act: Better Guidance and Revised Funding Formula Would Enhance Dislocated Worker Program. GAO-02-274. Washington, D.C.: February 11, 2002.

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Workforce Investment Act: Implementation Status and the Integration of TANF Services. GAO/T-HEHS-00-145. Washington, D.C.: June 29, 2000.

Other Related Products

Veterans' Employment and Training Service: Labor Could Improve Information on Reemployment Services, Outcomes, and Program Impact. GAO-07-594. Washington, D.C.: May 24, 2007.

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Multiple Employment and Training Programs: Funding and Performance Measures for Major Programs. GAO-03-589. Washington, D.C.: April 18, 2003.