

THE WHITE HOUSE

WASHINGTON

February 22, 1994

MEMORANDUM FOR DISTRIBUTION

FROM: Mack McLarty



SUBJECT: Working group on Education, Training and Reemployment

In the State of the Union, President Clinton emphasized that we must "give our people the education, training and skills they need to seize the opportunities of tomorrow."

In order to carry out this vision, I am appointing a principal's committee on Education, Training and Reemployment as a joint project of the NEC and the DPC to be co-chaired by Bob Rubin and Carol Rasco. This group will coordinate our Administration policy development, legislative processes, communication strategies, and program implementation within these three areas. I am asking each of you to serve on the principal's committee and to appoint one individual to serve on the staff working group.

Because of legislation already on the legislative calendar and the need to coordinate carefully as new legislation like welfare reform is finalized, Carol and Bob have scheduled an initial meeting for THURSDAY, FEBRUARY 24, 1:00-2:00PM, OEOB ROOM 472.

Please fax [(202)456-2216] to Rosalyn Miller in Carol Rasco's office the name of your agency's primary representative to the working group.

Thank you for your prompt attention to this critical matter.

Distribution:

Vice President Gore  
Secretary William Perry  
Secretary Robert Reich  
Secretary Donna Shalala  
Secretary Dick Riley  
Laura Tyson  
Leon Panetta  
David Gergen  
George Stephanopoulos  
Ricki Seidman  
Mark Gearan  
Pat Griffin  
Alexis Herman  
Marcia Hale  
John Podesta  
Christine Varney

cc: Bob Rubin  
Carol Rasco

**From the Office of the Chief of Staff**

**Paul Toback, Executive Assistant to the Chief of Staff**

Phone: 202/456-6798 Fax: 202/456-2464

Date: \_\_\_\_\_ Response needed by: \_\_\_\_\_

	Action	FYI		Action	FYI
Joan Baggett			DeeDee Myers		
Lee Brown			Bernie Nussbaum		
Rahm Emanuel			Leon Panetta		
Mark Gearan			John Podesta		
David Gergen			Jack Quinn		
Jack Gibbons			Carol Rasco	X	X
Pat Griffin			Bob Rubin		
Marcia Hale			Ricki Seidman		
Alexis Herman			George Stephanopoulos		
Nancy Hemreich			Laura D'Andrea Tyson		
Harold Ickes			Christine Varney		
Mickey Kantor			David Watkins		
Phil Lader			Maggie Williams		
Tony Lake					
Bruce Linsey					
Ira Magaziner					
Katie McGinty					

Remarks: *Carve*  
*FVI*  
*pc*

Response:

MAR - 9 1994



UNITED STATES DEPARTMENT OF EDUCATION  
THE SECRETARY

7

February 25, 1994

Honorable Thomas F. McLarty, III  
Chief of Staff  
The White House  
Washington, DC 20500

Dear Mack:

Thank you for your memo of February 8 requesting a representative to serve on the staff working group for the committee on Education, Training and Reemployment.

I have designated Mike Smith, the Under Secretary, to serve as my designee. He can be reached as follows:

Mike Smith  
Under Secretary  
U.S. Department of Education  
400 Maryland Avenue, SW  
Room 4169  
Washington, D.C. 20202  
202/401-3389

Thank you again for your letter.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Dick", written over the typed name.

Richard W. Riley

FEB 28 REC'D

THE WHITE HOUSE  
WASHINGTON

February 24, 1994

MEMORANDUM FOR **EDUCATION, TRAINING AND REEMPLOYMENT --**

1994 legislation and communication Group  
See attached Distribution

FROM: BILL GALSTON  
PAUL DIMOND

SUBJECT: FEBRUARY 28 6:30 PM MEETING AND AGENDA

Our group for coordinating action in 1994 on pending legislation and communication will meet on Monday, February 28, at 6:30 pm in Room 211 OEOB.

The agenda will include:

- Legislative Calendar for 1994 -- authorizations and appropriations
- Communication strategy for integrating education, training and reemployment into President's economic message
- Process for following through

Please let Patrick Lester or Geoff Tibbetts (456-2999; FAX 456-2878) know whether you can attend.

We look forward to working cooperatively with you to assist in the passage of the pending legislation and communicating the importance of education, training and reemployment to the President's economic message.

cc Carol Rasco  
Bob Rubin  
Bo Cutter  
Gene Sperling

THE WHITE HOUSE

WASHINGTON

February 24, 1994

MEMORANDUM FOR EDUCATION, TRAINING AND REEMPLOYMENT --  
policy group  
See Attached Distribution

FROM: BILL GALSTON  
PAUL DIMOND

SUBJECT: MARCH 1 MEETING 5:00 MEETING AND AGENDA

Our group for coordinating development of policy and implementation with respect to education, training and reemployment will meet on Tuesday, March 1, at 5:00 pm in Room 230 OEOB.

The agenda will include:

- process for developing concept and strategy to pursue the direction set in Workforce Policy Paper; role of current and pending initiatives in this strategy and identification of any gaps that need to be filled
- process for assisting in coordination of implementation of new initiatives and consolidation or reshaping of existing programs to support new direction
- organization and Agency staff to support these two efforts

Please let Patrick Lester or Geoff Tibbetts (456-2999; FAX 456-2878) know whether you can attend (or who you will send in your place).

We look forward to working cooperatively with you in this effort to develop and implement policies that are key to the President's economic message for preparing America to meet today's challenges and to seize the opportunities of tomorrow -- building the skills of all Americans is the path to national growth, higher living standards and competitive firms.

cc Carol Rasco  
Bob Rubin  
Bo Cutter  
Gene Sperling

EDUCATION, TRAINING AND REEMPLOYMENT

ACTION GROUP

(Communications) Michael Waldman	O:6-7151	F:6-2362
(Communications) Rahm Emmanuel	O:6-2531	F:6-6423
Bill Galston (DPC) Mike Schmidt	O:6-2216 O:6-2615	F:6-2878 F:6-7028
Mike Smith (Education) Kay Casstevens	O:401-3389 O:401-0020	F:401-3095 F:401-1438
David Ellwood (HHS) Peter Edelman Jerry Klepner	F:690-7383 F:690-7595 O:690-7627	O:690-7858 O:690-8157 F:690-7380
Larry Katz (Labor) Geri D. Palast	O:219-5108 O:219-6141	F:219-7659 F:219-5288
(Leg. Affairs) Susan Brophy	O:6-2230	F:6-6220
Gene Sperling (NEC) Paul Dimond	O:6-2620 O:6-2800	F:6-2878 F:6-2223
(Office of VP) Greg Simon	O:6-6222	F:6-6231
Belle Sawhill (OMB)	O:5-4840	F:5-1005
(Scheduling) Ricki Seidman	O:6-2520	F:6-6424
(Speechwriting) David Kusnet	O:6-2777	F:6-2239

cc:

Bo Cutter  
David Gergen  
Carol Rasco  
Bob Rubin  
Ricki Seidman  
George Stephanopoulos

EDUCATION, TRAINING AND REEMPLOYMENT

POLICY GROUP

Ev Erlich (Commerce)	O:482-3727	F:482-0432
Dave Barram	O:482-4625	F:482-3310
John Deutch (Defense)	O:703-695-2381	F:703-693-2576
Bill Galston (DPC)	O:6-2216	F:6-2878
Mike Schmidt	O:6-2615	F:6-7028
Mike Smith (Education)	O:401-3389	F:401-3095
David Ellwood (HHS)	O:690-7858	F:690-7383
Peter Edelman	O:690-8157	F:690-7595
Larry Katz (Labor)	O: 219-5108	F:219-7659
Jack Donahue	O: 219-6181	F:219-6924
Doug Ross	O: 219-6050	F:219-6827
Tony Carnevale (NDCP)	O: 5-6736	
Paul Dimond (NEC)	O:6-2800	F:6-2223
S. Cashin	O:6-2800	F:6-2223
Belle Sawhill (OMB)	O:5-4840	F:5-1005
Alicia Munnell(Treasury)	O:622-2200	F:622-2633

cc:

Bo Cutter  
Carol Rasco  
Bob Rubin  
Gene Sperling

PRINCIPALS' COMMITTEE  
EDUCATION, TRAINING AND REEMPLOYMENT

Agenda

February 24, 1994

1:00 - 2:00 pm

Room 472, OEOB

I. Introduction: The Importance of Education, Training and Reemployment

Carol Rasco, Bob Rubin -- 5 minutes

● The President in his speech on Tuesday to the American Council on Education laid down the marker that education, training and reemployment are the keys to building the skills and competitiveness of American workers and firms, now and in the years to come. As Secretary Riley put it at the ensuing press conference, this may not seem like the hot news of the moment compared to the arrest of a mole at the CIA, but it is the long news for the future of the country and for the ability of this President to lead the country.

● In response to the requests of the Secretaries, the President has asked us to establish and to co-chair this group so that we focus the attention of the White House and the Agencies on this high, presidential priority

-- first, as Secretary Reich reminds us, to keep our eyes on the prize at hand, i.e., to enact the entire slate of essential legislative initiatives this year

-- second, to complete the development of the policy framework in order (a) to help implement this legislation, (b) to determine what gaps need to be filled, and (c) to explore what additional policy initiatives should be considered to implement the basic policy of the Workforce Policy Group, to embrace rather than reject the changes in the transition to the new, globally competitive world economy.

● This meeting provides us with an opportunity to determine how we can best proceed on both of these fronts. As you see from the Agenda, we'll address the priority legislation first and close with consideration of organization and next steps to accomplish both objectives.

II. Principal's Review of Legislative Initiatives  
Secretaries Reich, Riley, and Shalala -- 20 minutes

[Secretaries are prepared. The list of legislation includes: Goals 2000, Revision of

ESEA, Safe and Drug-Free Schools, School-to-Work, and the Reemployment Act of 1994. The implementation of National Service, reformation of the Student Loan Program, and expansion and enrichment of Head Start were also included in the President's speech as major parts of his ETR Agenda. In addition, Secretary Shalala may discuss how welfare reform and its relationship to this agenda briefly.]

March 1  
Reemployment  
Act

III. Legislative Calendar -- Authorizations and Appropriations

Brophy

Pat Griffin -- 5 minutes

[We're still trying to line-up who's going to be there.]

IV. POTUS Communication and Scheduling

Rahm, Ricki

~~Mark Gearan, Ricki Seidman~~ -- 10 minutes

[We're still trying to line up who's going to be there.]

V. Department of Defense and Education, Training and Reemployment

Undersecretary Deutsch -- 5 minutes

[He's ready to discuss (a) DOD transition of much of its manpower to civilian status and (b) DOD experience with Education and Training.]

VI. Organization and Next Steps

Carol Rasco, Bob Rubin -- 15 minutes

● Point to attached Draft organization chart -- our thinking is to split the work into two groups with substantial cross-over in members and coordination.

-- Action Group will include policy and leg affairs person from each affected Agency and from the White House, plus communication and scheduling persons from White House. Will meet on Monday, February 28 at 6:30 pm, Room 211. Mission: enact the pending legislation.

-- Policy Working Group -- will include policy persons from DOL, DODd, HHS, Commerce, DOD, National Commission on Employment Policy, DPC-NEC, White House Communications. Will meet on Tuesday, March 1 at 5:00 pm, Room 230. Mission: first, to develop concept and strategy to implement direction established by Workforce Policy Group to embrace the change to the new economy, to determine what gaps in our pending initiatives need to be filled, to provide policy direction for implementing Administration programs.

-- DPC-NEC personnel - Galston with Dimond, Cutter and Sperling. [Assisted by Mike Schmidt of DPC and Sheryll Cashin from NEC. They'll all have the unenviable task of trying, together, to continue the work of Bonnie Deane who has helped so much to get us to this point, but will be leaving us to rejoin her family in San Diego at the end of March.]

● Questions? Alternative Approaches? Suggestions? Wrap-up.

[A possible question is relationship of this group to existing Workforce Policy Group. That group will be folded into new Policy Group and will pick up -- without missing a beat -- developing a strategy to implement the basic policy direction of embracing change.]

**DRAFT**

**EZ-EC Challenge  
Community Reinvestment  
Community Enterprise Board  
Flexibility/Waivers**

**Welfare Reform**

**Principals' Committee on  
Education, Training, and  
Reemployment**

- Coordinate:**
- policy development
  - legislative process
  - communication strategies
  - program implementation

**Policy Working  
Group**

- policy development
- program implementation

**Action Working  
Group**

- legislative process
- communication strategy
- POTUS events
- timing of announcements

e.g.  
↓

- Concept and strategy to embrace change
- Work force white paper
- Lifelong learning
- Job-changing tools
- Competiveness
- Job creation
- Black male unemployment

THE WHITE HOUSE  
WASHINGTON

February 23, 1994

The Honorable William Perry  
Secretary of Defense  
U.S. Department of Defense  
Washington, D.C.

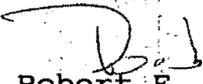
Dear Bill:

Mack has sent you a memo inviting you to join the Working Group on Education, Training and Reemployment. This is basically an effort to draw together all of the participants in the human capital programs of the Administration. The Defense Department obviously has a large involvement, in view of its training programs and other matters.

Needless to say, we would be delighted to have you involved, but if the enormity of your schedule makes that difficult, we would very much welcome John Deutch's participation. He has functioned exceedingly well with members of the economic team on other projects.

I have spoken to John about this and mentioned I would be sending this note.

Sincerely,

  
Robert E. Rubin  
Assistant to the President  
for Economic Policy

cc: John Deutch  
Carol Rasco

693-2576  
703-622-0653

THE WHITE HOUSE  
WASHINGTON

February 23, 1994

Rob - Rubin  
asked me to  
call and invite  
Deutch to tomorrow's  
mtg, which I've  
done. Linda

The Honorable William Perry  
Secretary of Defense  
U.S. Department of Defense  
Washington, D.C.

Dear Bill:

Mack has sent you a memo inviting you to join the Working Group on Education, Training and Reemployment. This is basically an effort to draw together all of the participants in the human capital programs of the Administration. The Defense Department obviously has a large involvement, in view of its training programs and other matters.

Needless to say, we would be delighted to have you involved, but if the enormity of your schedule makes that difficult, we would very much welcome John Deutch's participation. He has functioned exceedingly well with members of the economic team on other projects.

I have spoken to John about this and mentioned I would be sending this note.

Sincerely,



Robert E. Rubin  
Assistant to the President  
for Economic Policy

cc: John Deutch  
Carol Rasco

EXECUTIVE OFFICE OF THE PRESIDENT  
COUNCIL OF ECONOMIC ADVISERS  
WASHINGTON, D.C. 20500

February 23, 1994

MEMORANDUM FOR ROSALYN MILLER (OFFICE OF CAROL RASCO)  
FAX: 456-2216 2878

FROM: BILL DICKENS

SUBJECT: Working Group on Education, Training and  
Reemployment

I will be representing Laura Tyson at the scheduled meeting on Thursday, February 24, from 1:00 - 2:00, Room 472. My phone number is 395-4597 and my fax number is 395-6853.

MEMORANDUM  
OF CALL

Previous editions usable

TO *R02*

YOU WERE CALLED BY  YOU WERE VISITED BY

OF (Organization)

*Lynn Kline  
John Deutch*

PLEASE PHONE  RETURN TO

*P6(b)(6)*

WILL CALL AGAIN  IS WAITING TO SEE YOU

RETURNED YOUR CALL  WISHES AN APPOINTMENT

MESSAGE

*He Will Be at  
Meeting Tomorrow*

RECEIVED BY

*DL*

DATE

*2/23*

TIME

*4:10*

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

15-Feb-1994 09:54pm

TO:            Rosalyn A. Miller

FROM:          Carol H. Rasco  
                Economic and Domestic Policy

SUBJECT:      Rubin

We have tonight decided to cancel the 10:30 a.m. meeting tomorrow as they had not checked on some critical people to be there. He and I will visit at 10:30 a.m. tomorrow or before that to discuss the following three things:

1. Guest list for the rescheduled meeting which you and Linda will work on date for...we need to find two or three optional dates on Thursday of this week and/or early next week that all work for Rubin and me and then you all need to poll Riley, Reich, Shalala to see what works for them..the five of us are a must for the meeting. Others can send substitutes. Before I talk to Bob about this issue I need to see the memo we sent Mack about forming this group and then the memo Mack signed which you distributed appointing the group. Also, when this meeting is rescheduled we need to invite Reed and Way to attend if they are available.
2. Rubin and I want to set up a series of two to three dinners with experts; I have the list. Again, you and Linda will have to look at dates, we can then draft a letter of invitation and Rubin and I will finalize others outside the experts to be invited.
3. The meeting they were thinking about for Thursday, then Friday on budget issues has now been postponed until next week as neither Bentsen nor I could meet on Friday. They are eager to do it early next week on Tuesday if possible...I am also eager to have it.

In the meantime we need to finalize on Wednesday (tomorrow) if at all possible the meeting we sent out memo on with options for week of 28th on welfare meeting...Pat or Hanna can certainly help on all of this. Once that date is finalized please let me know as there is a memo I have to do to Ellwood, Bane, Reed, and cc to Way.

THE WHITE HOUSE  
WASHINGTON

FAX COVER SHEET

OFFICE OF THE ASSISTANT TO THE PRESIDENT FOR DOMESTIC POLICY  
SECOND FLOOR, WEST WING  
THE WHITE HOUSE  
WASHINGTON, DC 20500  
(202)456-2216 PHONE  
(202)456-2878 FAX

TO: Catherine  
FAX #: 219-7659  
FROM: CAROL K. BASCO / Rosalyn Miller  
DATE: 2/23/94  
NUMBER OF PAGES (including cover sheet): 2  
COMMENTS: Fax #3

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THE WHITE HOUSE

WASHINGTON

FAX COVER SHEET

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SECOND FLOOR, WEST WING  
THE WHITE HOUSE  
WASHINGTON, DC 20500  
(202)456-2216 PHONE  
(202)456-2878 FAX

TO: Catherine

FAX #: 219-7659

FROM: CAROL H. RASCO / Rosalyn Miller

DATE: 2/23/94

NUMBER OF PAGES (including cover sheet): 2

COMMENTS: Fax #3

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THE WHITE HOUSE  
WASHINGTON

February 16, 1994

TO: Catherine  
FROM: Rosalyn  
SUBJECT: Education, Training and Reemployment Meeting

Per our conversation, attached is a copy of the memorandum that was faxed to your office last week. Secretary Reich did, at that time, designate Larry Katz as his representative. Since that time, it was decided that the Principals needed to be involved in this meeting and I am now seeking available dates and times to schedule this meeting as early as possible next week. Please call me for further discussion at 456-2216.

Thank you.

THE WHITE HOUSE  
WASHINGTON

February 17, 1994

*I need to  
see Galston  
on this,  
CAR*

MEMORANDUM FOR FILE

FROM: PAUL DIMOND *x67604*

SUBJECT: MEETING OF PRINCIPAL'S COMMITTEE --  
WORKING GROUP ON EDUCATION, TRAINING AND  
REEMPLOYMENT

1. Schedule meeting of Principal's Committee for one hour, probably on Thursday February 24 or Friday February 25, if Secretary Reich is going to be at AFL-CIO convention in Florida on Tuesday and Wednesday. Principals to be invited to attend, in addition to Co-Chairs Carol Rasco and Bob Rubin, include: Vice President Gore; Secretaries Reich, Riley, Shalala and **Perry** (note that Undersecretary Deutsch can attend instead); Director Panetta and CEA Chair **Tyson**; White House Staff **Gergen**, **Stephanopoulos**, Gearan, Griffin, Herman, Hale, **Podesta**, **Varney**. Also invite **Ricki Seidman** to the first meeting.

*see attached* 2. Revise Distribution in memo from Mack McLarty to include new members; and send revised memo **only** to those who haven't already received (in **Bold** in list above).

3. Galston and Dimond will meet with Larry Katz, Mike Smith, and David Ellwood/Peter Edelman in advance of meeting of Principal's Committee to go over agenda and organization. After this pre-meeting Galston and Dimond will prepare talking points "script" of Principal's Meeting for Carol and Bob.

cc Carol Rasco  
Bob Rubin  
Bill Galston  
Ros Miller  
Sylvia Mathews  
Linda McLaughlin

THE WHITE HOUSE

WASHINGTON

January 12, 1994

MEMORANDUM FOR MACK MCLARTY

FROM: CAROL RASCO  
BOB RUBIN

SUBJECT: Training and Education Oversight Group

Bob Reich suggested, and we agree, that the human capital agenda needs an ongoing White House presence, both to provide planning with respect to legislative passage and communications strategy and to assure that these issues are represented strongly at all appropriate White House meetings. Issues on this agenda include initiatives such as GOALS 2000, school-to-work, worker retraining, and the like. All of us feel that this White House presence should take the form of an oversight group and should be a joint DPC and NEC responsibility.

Part of the concern is that, with health care, welfare reform and other matters receiving so much attention, the very important human capital agenda could get lost in the shuffle.

The new group would not make policy.

We recommend that you appoint this group so that it has standing and responsibility within the White House. (We'd be happy to draft a memo, if you'd like.) The group would meet approximately once a week (more or less as appropriate). The recommended members would be Rasco, Rubin, Gergen, Stephanopoulos, Seidman, Galston, Sperling, Brophy (Griffin), Dreyer, Emanuel, Panetta, and a representative from Public Liaison and Intergovernmental Affairs. Bob Reich, Dick Riley, Larry Katz, and other agency representatives would participate, as appropriate. In effect, this oversight group is a very limited substitute for what would be a war room with respect to some other initiatives.

To: Rosalyn Miller

From: Michael Kerr, Department of Labor

*Sub*

Re: Working Group on Education, Training and Reemployment

Larry Katz, P6/(b)(6), will serve as Secretary Reich's and the Department of Labor's primary representative to this working group.

*DOB:*

P6/(b)(6)



THE SECRETARY OF HEALTH AND HUMAN SERVICES  
WASHINGTON, D.C. 20201

# FACSIMILE

**PLEASE NOTIFY OR HAND-CARRY  
THIS TRANSMISSION TO THE  
FOLLOWING PERSON AS SOON AS  
POSSIBLE:**

DATE: Feb., 10, 1994

TIME: 4:00

TO : Rosalyn Miller

COMPANY : White House

FAX NUMBER: 202/456-2878 TELEPHONE NUMBER 202/456-2216

**Number of pages being transmitted (including this one) 2**

FROM: Donna E. Shalala

OFFICE OF THE SECRETARY  
200 INDEPENDENCE AVENUE, S.W.  
WASHINGTON, D.C. 20201  
(202) 690-7000 FAX NO. (202) 690-7595

COMMENTS: Please phone when received. 202/690-7000 (ceol)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



THE SECRETARY OF HEALTH AND HUMAN SERVICES  
WASHINGTON, D.C. 20201

FEB 10 1994

NOTE TO: Rosalyn Miller

FROM: Donna E. Shalala  
Secretary

David Ellwood, Assistant Secretary for Planning and Evaluation, will be the Department's primary representative on the working group. I'd also like to send Peter Edelman to the meeting because he also has responsibilities across departments.

P6/(b)(6)

DOB

P6/(b)(6)

DOB



UNITED STATES DEPARTMENT OF EDUCATION  
OFFICE OF THE SECRETARY

**FAX TRANSMITTAL**

TO: Rosalyn Miller

ORGANIZATION: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

FAX NUMBER: \_\_\_\_\_

FROM: Billy Webster Cof S

PHONE NUMBER: 401-1110

FAX NUMBER: 401-0596

MESSAGE: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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       PAGE(S) TO FOLLOW



UNITED STATES DEPARTMENT OF EDUCATION  
OFFICE OF THE SECRETARY

February 10, 1994

MEMORANDUM

To: Rosalyn Miller  
From: Billy Webster *BW*  
Re: Department of Education's primary representative to the working group on  
Education, Training, and Reemployment

Marshall "Mike" Smith  
Under Secretary  
(W) 401-3389  
(F) 401-3095

*-DOB:*

P6/(b)(6)

*Vicki*

THE WHITE HOUSE

WASHINGTON

February 14, 1994

MEMORANDUM

TO: Rosalyn Miller  
FROM: Marcia Hale  
SUBJECT: Working Group on Education, Training and  
Reemployment

---

This is to confirm that I will be Intergovernmental Affairs' representative to the Working group on Education, Training and Reemployment.

THE WHITE HOUSE  
WASHINGTON

FAX COVER SHEET

OFFICE OF THE ASSISTANT TO THE PRESIDENT FOR DOMESTIC POLICY  
SECOND FLOOR, WEST WING  
THE WHITE HOUSE  
WASHINGTON, DC 20500  
(202)456-2216 PHONE  
(202)456-2878 FAX

TO: Jack Quinn

FAX #: 66212

FROM: CAROL H. BASCO / Rosalyn Miller

DATE: 2/14/94

NUMBER OF PAGES (including cover sheet): \_\_\_\_\_

COMMENTS: Per my conversation with Kim, the original was hand delivered to the VP's West Wing Office last week... Thanks!

If you have any problems with the fax transmission, please call at (202)456-2216.

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*Greg Simon*

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

March 16, 1994

Fact Sheet

**Reemployment Act of 1994**

The President yesterday transmitted to the Congress the "Reemployment Act of 1994," which will:

- o Create a comprehensive system of reemployment services, training and income support for permanently laid-off workers; build a new network of one-stop career centers to serve as a common point of universal access to education and training, and employment services; and develop a comprehensive national labor market information system.
- o Establish a retraining income support program for permanently laid-off workers; provide flexibility to States relating to the unemployment compensation program; and establish a transitional certification process for trade-impacted workers.

This legislative package will build the comprehensive, high-quality reemployment system that American workers need. It is based on what works for getting workers into new and better jobs. Programs that work are customer-driven, offering customized service, quality information, and meaningful choices. They feature job search assistance to help shorten jobless spells, skill training connected to job opportunities, and support services to make long-term training practical for those who need it. They consolidate and streamline the current maze of programs.

The President challenges the Congress to pass the legislation this calendar year.

This Act embodies six fundamental principles:

- o Universal access and program consolidation
- o High-quality reemployment services
- o High-quality labor market information
- o One-stop service
- o Effective retraining
- o Accountability

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## Reemployment Act of 1994

### Title I: Comprehensive Program for Worker Reemployment

Establishes a comprehensive program for reemployment of dislocated workers -- those who are permanently laid-off or are long-term unemployed, regardless of the cause of dislocation. It consolidates six current Labor Department dislocated worker programs: Economic Dislocation and Worker Adjustment Assistance Act; Defense Conversion Adjustment; Clean Air Employment Transition Assistance; Defense Diversification Program; Trade Adjustment Assistance; and NAFTA Transitional Adjustment Assistance.

- o **Outreach** -- Significant investments in outreach through rapid response (prompt services delivered to large-scale dislocations) and links to worker profiling (early identification of Unemployment Insurance (UI) claimants likely to exhaust UI benefits before getting new jobs and referring them for services).
- o **Individualized Services** -- Services tailored to meet the needs of workers, including the development of individual reemployment plans.
- o **Comprehensive Reemployment Services** -- All dislocated workers have access to a broad menu of basic services including career, labor market, and training program information; program eligibility reviews; testing and assessment to help determine general skills, interests and aptitudes; and job search assistance. Dislocated workers who receive basic services and are unable to get new jobs through such services will have access to more intensive services, including individualized counseling and career planning, diagnostic testing, and development of customized reemployment plans. Relocation assistance, out-of-area job search allowances, and other supportive services such as dependent care and transportation also will be available.
- o **Program Integration and Career Centers** -- Career Centers, competitively selected, will provide access to comprehensive services for all dislocated workers. They may be operated by the Employment Service (ES), Job Training Partnership Act (JTPA) administrative entities, Title I substate grantees, community colleges, area vocational schools, community-based organizations, or other non-profit or for-profit organizations.
- o **Job Retention** -- Governors may use a portion of State reserve funds for skills upgrading for currently employed workers at serious risk of permanent lay-off.
- o **Quality Training** -- Dislocated workers who need new or higher level skills to get good jobs will be able to select education and training providers based on performance information. Education and training funds will be available to each worker for up to 2 years and may be supplemented by other forms of student financial aid.
- o **Retraining Income Support** -- Dislocated workers who need long-term training will have access to income support, beyond regular UI benefits.

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- o **Performance Accountability and Outcomes** -- Performance standards for service areas, career centers, and service providers will improve accountability in all States.
- o **National Grant Program** -- The Secretary of Labor will manage a national discretionary grant program to address large scale economic dislocations, provide disaster relief employment assistance, conduct evaluations and research, carry out demonstrations, and provide training and technical assistance to organizations involved in the management and delivery of services.
- o **Funding Flow** -- The Secretary uses a statutory formula to allocate 75 percent of the appropriated funds to States, and States use a similar formula to allocate at least 70 percent to substate areas.

#### Title II: Retraining Income Support

Part A establishes a program of retraining income support for permanently laid-off workers in long-term training. Beginning July 1, 1995, eligible workers who have exhausted UI benefits, who have a minimum level of tenure with their previous employer, and who are enrolled in long-term retraining will be eligible to receive extended income support.

Part B establishes a Retraining Income Support Account in the Unemployment Trust Fund and sets dollar caps for funding for each fiscal year from FY 1996 through FY 2000. After FY 2000, funding is capped at 20 percent of Federal Unemployment Tax receipts.

Part C finances Retraining Income Support using proceeds of the permanent extension of the current 0.2 percent Federal surtax collected under the Federal Unemployment Tax Act. It also provides for voluntary withholding on UI.

Part D phases out the TAA and NAFTA-TAA programs. Any worker receiving assistance before July 1, 1995, will continue to receive the remaining services and benefits to which they are entitled. From July 1, 1995, through June 30, 1999, workers and their representatives will be able to apply for trade-impacted certification that will make them eligible for services under title I of this Act and income support under title II.

Part E amends the Federal Unemployment Tax Act to give more flexibility to the UI system by permitting States to amend their laws to: pay unemployment compensation under a short-time compensation program to an individual who is working reduced hours for an employer in lieu of lay-off; and pay reemployment bonuses to certain individuals as an incentive to rapid reemployment. This part also permanently extends the self-employment assistance program.

#### Title III: One-Stop Career Center System

Establishes a national program of grants and waivers to assist States in developing and implementing Statewide networks of One-Stop Career Centers. These networks would provide a common point of access to employment, education and training information and services for anyone who needs help getting a first job, a new job, or a better one, and to employers.

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- o **Workforce Investment Boards -- Local Workforce Investment Boards**, selected by local elected officials, will oversee the One-Stop Centers and serve as the "board of directors" for all local workforce programs. (Private Industry Councils under JTPA may become Boards if they meet established composition requirements.)
- o **One-Stop Career Centers -- Centers** may be run by a consortium of organizations, including the ES, the State UI agency, and agencies administering JTPA Title II, and the Title I dislocated worker program under this Act. Alternatively, Governors and local elected officials can opt for a competitive, multiple-operator approach. Under this option, the ES, and other organizations, including dislocated worker career center operators, JTPA programs, community colleges, and private for-profits and non-profits can be chartered to run One-Stop Centers. Under either option, One-Stop Centers will be required to meet customer-oriented performance measures and will be evaluated against those measures each year.
- o **Common Services -- Centers** will provide basic services to anyone who needs help getting a first, new, or better job, and intensive services to dislocated workers. Centers may also provide intensive services to other individuals. They will coordinate the delivery of a wide range of job training and employment programs. Specialized employer services such as customized screening and referral of job seekers also may be provided.
- o **Participating Federal Employment and Training Programs -- Programs** that will make basic services available through One-Stop Centers are: Title I of the Reemployment Act, Wagner-Peyser, Title II of JTPA, Chapter 41 of title 38 (veterans' employment and training programs), programs authorized under Federal and State UI laws, and the Senior Community Service Employment program under Title V of the Older Americans Act. Other human resource programs, such as JOBS, Job Corps, and adult and vocational education, also may provide services through Centers.
- o **Operating Agreements -- These agreements** among the local Workforce Investment Board, the Governor, local elected official(s), participating programs, and Center operators will govern the administration of local One-Stop Career Center systems.
- o **Grants -- States** may apply for competitive planning grants to help them design and develop a comprehensive network, or they can apply for implementation grants with the agreement of local elected officials.
- o **Waivers -- States** also may request waivers of statutory and regulatory requirements for specific Department of Labor-funded programs.
- o **Quality Assurance -- State-level "customer service compacts"** and performance standards for service areas, career centers, and service providers will improve accountability in all States.

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- o **State Human Resource Investment Councils -- Single Councils will be established to advise Governors on ways to consolidate or coordinate programs and resources and on all aspects of the development and implementation of the One-Stop system.**

**Title IV: National Labor Market Information System**

Establishes a National Labor Market Information (LMI) System to provide universal access to timely, accurate, up-to-date, easily accessible, and comprehensive information about where jobs are, necessary skills and experience, location and quality of training programs, and job search assistance. The LMI system also will provide information on available job candidates and on job, occupational, and skill demand trends. The Secretary will develop a strategy to establish the national LMI system which will be developed in cooperation with other public and private partners.

**Title V: JTPA Reinvention Labs**

Amends title II of the Job Training Partnership Act to establish a new part D, "Reinvention Labs", permitting the Secretary to waive Federal statutory or regulatory requirements relating to programs for economically disadvantaged youth and adults to promote implementation of innovative program designs.

**Budget Overview**

The Administration's FY 1995 budget includes \$1.465 billion for reemployment services for dislocated workers. When fully implemented in FY 2000, the system will serve 1.3 million dislocated workers. This represents a total investment of \$13 billion over the five-year period -- FY 1995-FY 1999: \$9.9 billion in discretionary spending, \$2.0 billion in capped mandatory funds, and \$1.25 billion on One-Stop Career Centers. The mandatory spending under the bill is fully offset over the five-year period.

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

March 16, 1994

TO THE CONGRESS OF THE UNITED STATES:

I am pleased to transmit for your immediate consideration and prompt enactment the "Reemployment Act of 1994". Also transmitted is a section-by-section analysis. This legislation is vital to help Americans find new jobs and build sustainable careers.

Our current set of programs was designed to meet the different needs of an earlier economy. People looking for help today confront a confusing, overlapping, and duplicative tangle of programs, services, and rules. Job seekers -- whether unemployed or looking for better jobs -- have a difficult time getting the information they need: What benefits and services are available to them? Where can they get good quality training? What do they need to know to find and hold good jobs and to build sustainable careers?

The underlying problem is the lack of a coherent employment and training system. Instead, we have many disconnected, category-based programs -- each with distinct eligibility requirements, operating cycles, and program standards. We need a true system of lifelong learning -- not the current hodgepodge of programs, some of which work, and some of which don't. The legislation I am transmitting today is an important first step in building this system.

We need to build a reemployment system because our current unemployment system no longer delivers what many American workers need. In the past, when a worker lost a job, he or she often returned to that job as soon as the business cycle picked up again and the company was ready to rehire. The unemployment system was designed to tide workers over during temporary dry spells. Today, when a worker loses a job, that job often is gone forever.

Our economy has generated new jobs. In 1993 alone, 1.7 million new private sector jobs were created -- more than in the previous 4 years combined. While the jobs exist, the pathways to them aren't always clear.

The Reemployment Act of 1994 strives to fix this. It is based on evidence of what works for getting workers into new and better jobs. Programs that work are customer-driven, offering customized service, quality information, and meaningful choices. Programs that work provide job search assistance to help dislocated workers become reemployed rapidly, feature skill training connected to real job opportunities, and offer support services to make long-term training practical for those who need it.

The Act reflects six key principles:

First is universal access and program consolidation. The current patchwork of dislocated worker programs is categorical, inefficient, and confusing. The Reemployment Act of 1994 will consolidate six separate programs into an integrated service system that focuses on what workers need to get their next job, not the reason why they lost their last job.

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Second is high-quality reemployment services. Most dislocated workers want and need only information and some basic help in assessing their skills and planning and conducting their job search. These services are relatively simple and inexpensive, and they have been shown to pay off handsomely in reducing jobless spells.

Third is high-quality labor market information, which must be a key component of any reemployment effort. The labor market information component of the Reemployment Act of 1994 will knit together various job data systems and show the way to new jobs through expanding access to good data on where jobs are and what skills they require.

Fourth is one-stop service. At a recent conference that I attended on "What is Working" in reemployment efforts, a common experience of workers was the difficulty of getting good information on available services. Instead of forcing customers to waste their time and try their patience going from office to office, the new system will require States to coordinate services for dislocated workers through career centers. It allows States to compete for funds to develop a more comprehensive network of one-stop career centers to serve under one roof anyone who needs help getting a first, new, or better job, and to streamline access to a wide range of job training and employment programs.

The fifth principle of the legislation is effective retraining for those workers who need it to get a new job. Some workers need retraining. The Reemployment Act of 1994 will also provide workers financial support when they need it to let them complete meaningful retraining programs.

Sixth is accountability. The Reemployment Act of 1994 aims to restructure the incentives facing service providers to begin focusing on workers as customers. Providers who deliver high-quality services for the customer and achieve positive outcomes will prosper in the new system. Those who fail to do so will see their funding dry up.

The Reemployment Act of 1994 will create a new comprehensive reemployment system that will enhance service, improve access, and assist Americans in finding good new jobs. This is a responsible proposal that is fully offset over the next 5 years.

I urge the Congress to give this legislation prompt and favorable consideration so that Americans will have available a new, comprehensive reemployment system that works for everyone.

WILLIAM J. CLINTON

THE WHITE HOUSE,

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*KC: Malton-fyi*

THE PRESIDENT HAS SEEN *3/4*

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U.S. DEPARTMENT OF LABOR

SECRETARY OF LABOR  
WASHINGTON, D.C.

MAR 1 1994

94 MAR 4 10:30

MEMORANDUM FOR THE PRESIDENT

FROM: Robert B. Reich *Bob*  
THROUGH: Robert Rubin *Smith*  
SUBJECT: The Reemployment Act of 1994

*Wooler goal*  
*4/22/94*  
*3/27/94*

We are in the final stages of preparing the Administration's Reemployment Act proposal. This memo brings you up to date on the state of the proposal, plans for introduction, and some remaining issues you should be aware of.

The Proposal

The Re-Employment Act will have these key features:

1. Consolidation and coordination. The Act consolidates all six existing "categorical" adjustment programs (for dislocations due to trade, defense conversion, etc.) into a new, comprehensive program for all displaced workers. It also lets States opt into a broader plan for coordinating the delivery of JTPA Title II, veterans' training, Senior Community Service Employment, and other workforce programs.
2. Reemployment services. Services for dislocated workers include: (a) early outreach, to deliver help quickly; (b) basic readjustment services, including information on jobs, job search assistance, and career counseling; (c) long-term training--with income support--to those who need and want it; and (d) a single point of contact for career counseling, information on jobs and training programs, UI claims processing, and other services.
3. Job information. The Act also establishes a national labor market information system to improve and knit together various job data systems. An integrated, computer-based network will deliver information on current job openings, trends in job opportunities, profiles of local employers, job qualification requirements, and--importantly--the performance of training program managers and service providers.

4. Serious retraining and support. Most dislocated workers need only counseling and information to get new jobs. For those who do need retraining, short-term programs are seldom enough. The Act provides access to longer-term retraining, and financial support to let workers complete serious programs. Workers can get training grants worth up to \$4,750 per year, for up to two years. Once the system is fully implemented, most dislocated workers enrolled in long-term training will receive income support if they have at least 1 year of tenure with their previous employer. (During the FY 1995 - FY 1999 transition, income support for those with less than 3 years of job tenure will depend on discretionary, not mandatory funding. Beginning in Fiscal Year 2000, the FUTA 0.2 offset will be used to fund all income support on the mandatory side.) Income-contingent loans play a key role in making training possible for workers who need especially long-term training, or who aren't eligible for sufficient income support.

5. One-stop. The bill requires States to coordinate services for dislocated workers through career centers. It allows States to compete for funds to develop a more ambitious network of one-stop career centers to serve anyone who needs help getting a better job--not just dislocated workers--and to coordinate the delivery of a wide range of employment and training programs, including programs for welfare recipients. About six States can win one-stop implementation grants in the first year; all fifty States will have the opportunity to implement the one-stop system over the next five years.

6. More accountability. State-level "customer service compacts" and performance standards (for program operators, career centers, and service providers) will improve accountability for dislocated-worker programs in all States. As States opt to build universal one-stop systems, they commit to more rigorous reforms:

- A State Human Resource Investment Council, optional under current law, will be required.

- Local "Workforce Investment Boards"--appointed by local elected officials--will oversee the one-stop career centers, and serve as the "board of directors" for all local workforce programs. The Boards cannot operate programs themselves. Business representatives, limited to CEO's, plant managers, and business owners, must form the majority; labor, public officials, community and education leaders are also represented. (A JTPA Private Industry Council may become a Workforce Investment Board, but only if it meets the Act's more stringent criteria.)

- One-stop career centers may be run by a consortium of organizations, centered on the Employment Service, the State UI agency, and agencies administering JTPA Title II and the Reemployment Act's dislocated worker program.

■Alternatively, Governors and local officials can opt for a more competitive approach, consistent with the National Performance Review's recommendations. Under this option the Employment Service, but also other organizations (including dislocated worker center operators, JTPA programs, community colleges, and private for-profits and non-profits) are chartered to run one-stop career centers.

■Under either option, one-stop career centers will be required to meet customer-oriented performance measures, and will be evaluated each year.

7. Implementation phase-in. Your FY 1995 budget includes \$1.465 billion for dislocated workers--an increase of nearly one-third over the FY 1994 base of \$1.118 billion. It also includes \$250 million for the first round of grants to States ready to build one-stop career center systems to serve all workers. When fully implemented (in FY 2000) the system will serve 1.3 million dislocated workers yearly--the entire population we expect to need reemployment services--at an annual cost of \$3.4 billion. The phase-in schedule is summarized on the attached chart.

#### Introduction Strategy

The goal is enactment of the Reemployment Act of 1994 before the end of this session of Congress. To raise the odds of rapid passage, we have conducted extensive advance discussions with major stakeholders. We are working simultaneously with four authorizing Committees, while crafting a stakeholder coalition. Both House Ways and Means and Senate Labor and Human Resources prefer a two-bill approach, separating out the income support component. The elements of the Act would move through committee in tandem, and could be rejoined on the floor.

Reaching a common position on the major provisions of the proposal will let us present the legislation as a consensus bill in early March. We are seeking your participation in an "introduction-day" event with Congressional sponsors, labor and business leaders and selected Governors and Mayors, to occur within the next two weeks.

We are aiming first for passage in the House. Education and Labor Committee Chairman Bill Ford has agreed to introduce the bill, supported by Subcommittee Chairman Pat Williams. Chairman Rostenkowski will work with us on the bill providing income support on the mandatory side of the budget. Senators Kennedy and Metzenbaum will take the lead in the Senate. We are working with Senators Bradley and Rockefeller to move the Act through the Finance Committee. (Senator Bradley will be a sponsor.)

## Issues to note

You should be aware of certain issues, and the shape the debate is likely to take:

■ Consolidation: While the Act immediately consolidates six programs, and builds a framework for further consolidation, some critics will dismiss it as too timid a step towards streamlining. Labor groups, on the other hand, may press to keep Trade Adjustment Assistance out of the Reemployment Act.

■ Competition: The Act stops short of the National Performance Review's recommendations for competition among alternative suppliers of reemployment services--States may choose between a competitive or a "consortium" approach, and the Employment Service retains advantages under either option. Yet some labor groups still feel it goes too far in threatening the franchise of the Employment Service.

■ Displaced Homemakers: Advocates (including some key Hill staffers) have pressed to grant full eligibility under the Act to "displaced homemakers"--women who have lost their livelihoods to divorce or widowhood. But the number of such women far exceeds the number of economically dislocated workers, and full inclusion would swamp the program. We are seeking compromise, but the issue will likely resurface.

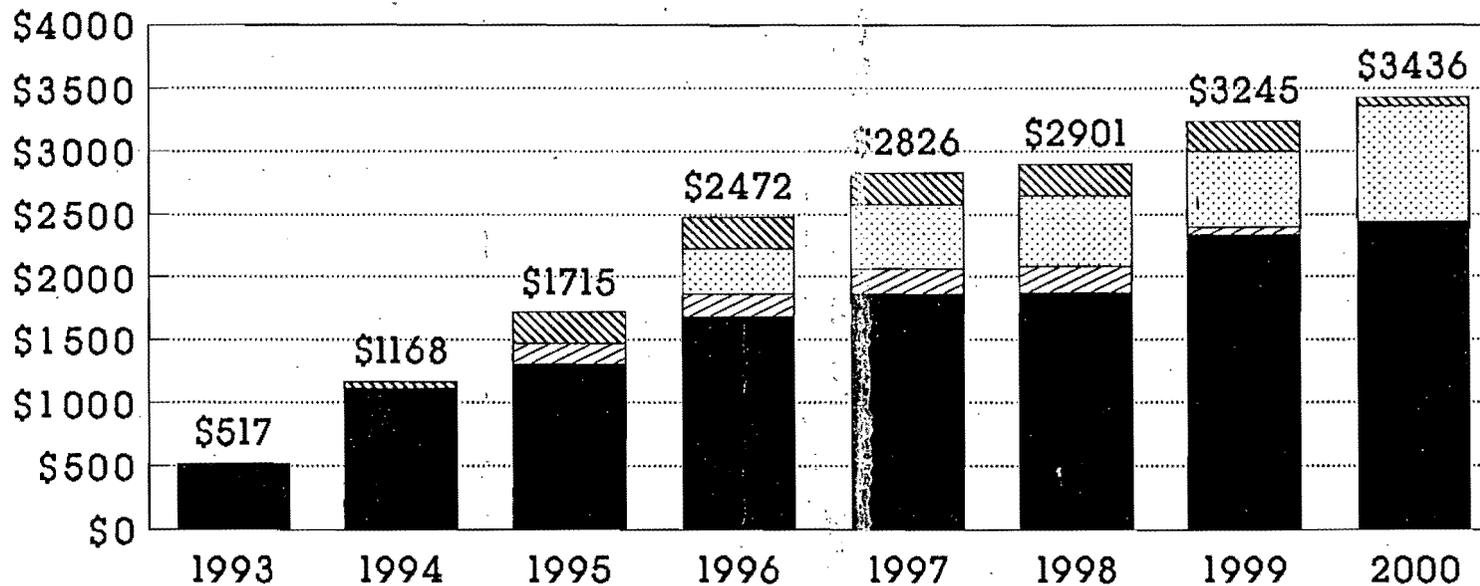
■ 0.2 percent FUTA: Business and Republicans may resist devoting the 0.2 percent FUTA tax to pay for retraining income support following its scheduled 1999 expiration, even though the tax has been extended repeatedly since its original 1987 expiration date, and another extension is widely anticipated.

■ Plans for the disadvantaged: Some advocacy groups feel that the reemployment initiative has eclipsed targeted employment and training programs for the disadvantaged, and may condition their support for the Reemployment Act on an Administration commitment to focus more on programs for the disadvantaged. (In fact, you are seeking a 13 percent increase in such programs for FY 95. There is also a substantial overlap between the two groups: Disadvantaged workers are especially likely to be dislocated from their jobs.)

# THE REEMPLOYMENT ACT OF 1994

## Funding by Category\*

### Mandatory or Discretionary



- Discretionary Servs
- Mand Income Support
- Discr Income Support
- One-Stop Funds

FY93-94 includes only EDWAA  
 (Does not include TAA, DDP, DCA,  
 Clean Air or NASTA Bridge)

U.S. DEPARTMENT OF LABOR

SECRETARY OF LABOR  
WASHINGTON, D.C.

MAR 1 1994

94 MAR 4 10:30

MEMORANDUM FOR THE PRESIDENT

FROM: Robert B. Reich *BSR*  
THROUGH: Robert Rubins *WR*  
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4. Serious retraining and support. Most dislocated workers need only counseling and information to get new jobs. For those who do need retraining, short-term programs are seldom enough. The Act provides access to longer-term retraining, and financial support to let workers complete serious programs. Workers can get training grants worth up to \$4,750 per year, for up to two years. Once the system is fully implemented, most dislocated workers enrolled in long-term training will receive income support if they have at least 1 year of tenure with their previous employer. (During the FY 1995 - FY 1999 transition, income support for those with less than 3 years of job tenure will depend on discretionary, not mandatory funding. Beginning in Fiscal Year 2000, the FUTA 0.2 offset will be used to fund all income support on the mandatory side.) Income-contingent loans play a key role in making training possible for workers who need especially long-term training, or who aren't eligible for sufficient income support.

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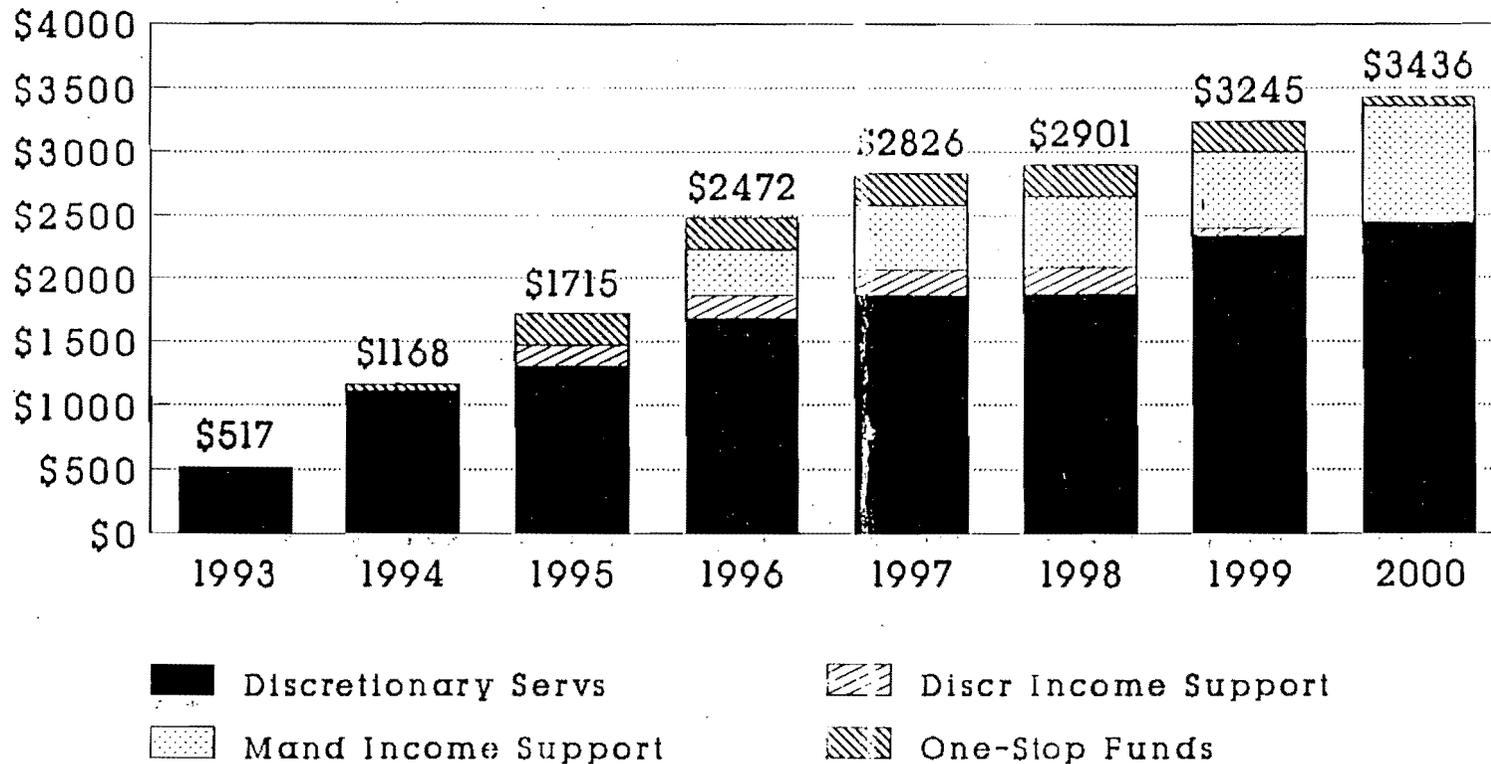
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# THE REEMPLOYMENT ACT OF 1994

## Funding by Category\*

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FY93-94 includes only EDWAA  
 (Does not include TAA, DDP, DCA,  
 Clean Air or NAFTA Bridge)

THE WHITE HOUSE

WASHINGTON

February 22, 1994

MEMORANDUM FOR CAROL RASCO  
BOB RUBIN

FROM: BILL GALSTON  
PAUL DIMOND

SUBJECT: REVISED AGENDA, NEXT STEPS FOR ETR GROUP

We met on February 17 with Gene Sperling, Larry Katz from DOL, Mike Smith from DOEd, and David Ellwood and Peter Edelman from HHS to discuss (1) the agenda for the meeting of the Principals' Committee on Education, Training and Reemployment, (2) the organization chart and (3) next steps:

- **Revised Draft Agenda.** Attached is a revised draft agenda. It includes two revisions: a separate time for Pat Griffin to discuss the legislative calendar; and a more definite statement from DOD.
- **Revised Draft Organization Chart.** Attached is a revised draft Organization Chart. All that has been added is an initial assignment for the "Policy Group" -- developing a concept and a strategy "to embrace change," which is the basic policy direction unanimously adopted by the White House and the Agencies in the Workforce Policy Group.
- **Next Steps.** The meeting of the Principals' Committee is set for this Thursday at 1 pm in Room 472 OEOB.

The "Action Group" will meet on February 28 at 5:30 pm. This group will include a policy person and a leg affairs person from DOL, DOEd, and HHS, as well as appropriate persons from the White House. Bill Galston will take responsibility for the appropriate involvement of Pat Griffin and David Gergen, Gene Sperling for George Stephanopoulos and Ricki Seidman.

The "Policy Group" will meet on March 1 at 5:00 pm. This group will include appropriate policy persons from DOL, DOEd, HHS, DOD (John Deutsch), and Commerce (Ev Ehrlich), as well as appropriate persons from the White House (and, possibly, others, such as National Commission on Employment Policy and NSF). Prior to the first meeting, Bill Galston and Paul Dimond will work with Larry Katz, Mike Smith, and David Ellwood to develop an outline for discussion of a concept and strategy to embrace change.

Please let us know what other changes you want to make to agenda, next steps and organization. The folks from DOL, DOEd and HHS welcome this new coordination and focus.

**PRINCIPALS' COMMITTEE  
EDUCATION, TRAINING AND REEMPLOYMENT**

Agenda

February 24, 1994

1:00 - 2:00 pm

Room 472, OEOB

- I. Introduction: The Importance of Making 1994 the Year of Education, Training and Reemployment  
Carol Rasco, Bob Rubin -- 5 minutes
- II. Principal's Review of Legislative Initiatives  
Secretaries Reich, Riley, and Shalala -- 20 minutes
- III. Legislative Calendar -- Authorizations and Appropriations  
Pat Griffin -- 5 minutes
- IV. POTUS Communication and Scheduling  
Mark Gearan, Ricki Seidman -- 10 minutes
- V. Department of Defense and Education, Training and Reemployment  
Undersecretary Deutsch -- 5 minutes
- VI. Organization and Next Steps  
Carol Rasco, Bob Rubin -- 15 minutes

**EZ-EC Challenge  
Community Reinvestment  
Community Enterprise Board  
Flexibility/Waivers**

**Welfare Reform**

**Principals' Committee on  
Education, Training, and  
Reemployment**

**Coordinate:**

- policy development
- legislative process
- communication strategies
- program implementation

**Policy Working  
Group**

- policy development
- program implementation

**Action Working  
Group**

- legislative process
- communication strategy
- POTUS events
- timing of announcements

e.g.

- Concept and strategy to embrace change
- Work force white paper
- Lifelong learning
- Job-changing tools
- Competiveness
- Job creation
- Black male unemployment

THE WHITE HOUSE

WASHINGTON

February 22, 1994

MEMORANDUM FOR CAROL RASCO /  
BOB RUBIN

FROM: BILL GALSTON  
PAUL DIMOND

SUBJECT: REVISED AGENDA, NEXT STEPS FOR ETR GROUP

We met on February 17 with Gene Sperling, Larry Katz from DOL, Mike Smith from DOEd, and David Ellwood and Peter Edelman from HHS to discuss (1) the agenda for the meeting of the Principals' Committee on Education, Training and Reemployment, (2) the organization chart and (3) next steps:

- **Revised Draft Agenda.** Attached is a revised draft agenda. It includes two revisions: a separate time for Pat Griffin to discuss the legislative calendar; and a more definite statement from DOD.
- **Revised Draft Organization Chart.** Attached is a revised draft Organization Chart. All that has been added is an initial assignment for the "Policy Group" -- developing a concept and a strategy "to embrace change," which is the basic policy direction unanimously adopted by the White House and the Agencies in the Workforce Policy Group.
- **Next Steps.** The meeting of the Principals' Committee is set for this Thursday at 1 pm in Room 472 OEOB.

The "Action Group" will meet on February 28 at 5:30 pm. This group will include a policy person and a leg affairs person from DOL, DOEd, and HHS, as well as appropriate persons from the White House. Bill Galston will take responsibility for the appropriate involvement of Pat Griffin and David Gergen, Gene Sperling for George Stephanopoulos and Ricki Scidman.

The "Policy Group" will meet on March 1 at 5:00 pm. This group will include appropriate policy persons from DOL, DOEd, HHS, DOD (John Deutsch), and Commerce (Ev Ehrlich), as well as appropriate persons from the White House (and, possibly, others, such as National Commission on Employment Policy and NSF). Prior to the first meeting, Bill Galston and Paul Dimond will work with Larry Katz, Mike Smith, and David Ellwood to develop an outline for discussion of a concept and strategy to embrace change.

Please let us know what other changes you want to make to agenda, next steps and organization. The folks from DOL, DOEd and HHS welcome this new coordination and focus.

NEC-DPC PERSONNEL ORGANIZATION  
PRIMARY WORK PRIORITIES

( ) = (back-up support)

Education, Training and Reemployment

Galston, Dimond, Schmidt (Sperling, Cutter, Deane or Cashin)

Welfare Reform

Reed, Way, Dimond, Deane (Sperling, Cutter, Ross)  
(Weinstein, Cashin on IDAs and Micro-Enterprise)

Urban Strategy

Galston, Reed, Sperling, Dimond, Cashin, Weinstein

Housing

Weinstein (Dimond, Seidman)

Community Reinvestment, Economic Development

Cashin, Weinstein (Dimond, Seidman)

EZ/EC Challenge, Community Enterprise Board, Waivers

Cashin, Weinstein (Sperling, Reed, Dimond)

**EZ-EC Challenge  
Community Reinvestment  
Community Enterprise Board  
Flexibility/Waivers**

**Welfare Reform**

**Principals' Committee on  
Education, Training, and  
Reemployment**

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- legislative process
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e.g.  
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- Concept and strategy to embrace change
- Work force white paper
- Lifelong learning
- Job-changing tools
- Competiveness
- Job creation
- Black male unemployment

PRINCIPALS' COMMITTEE  
EDUCATION, TRAINING AND REEMPLOYMENT

Agenda

February 24, 1994

1:00 - 2:00 pm

Room 472, OEOB

- I. Introduction: The Importance of Making 1994 the Year of Education, Training and Reemployment  
Carol Rasco, Bob Rubin -- 5 minutes
- II. Principal's Review of Legislative Initiatives  
Secretaries Reich, Riley, and Shalala -- 20 minutes
- III. Legislative Calendar -- Authorizations and Appropriations  
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Mark Gearan, Ricki Seidman -- 10 minutes
- V. Department of Defense and Education, Training and Reemployment  
Undersecretary Deutsch -- 5 minutes
- VI. Organization and Next Steps  
Carol Rasco, Bob Rubin -- 15 minutes

Rasco

THE WHITE HOUSE  
WASHINGTON

APR 6 REC'D

April 6, 1994

**MEMORANDUM FOR EDUCATION, TRAINING AND REEMPLOYMENT POLICY**  
See Attached Distribution

file

**FROM: BILL GALSTON  
PAUL DIMOND**

**SUBJECT: AGENDA FOR APRIL 7 MEETING**

We will meet tomorrow, Thursday, April 7, at 6:30 in Room 230 OEOB. We will decide areas for priority attention and next steps, as well as the timing and substance of the policy seminars with the Secretaries.

Areas for priority attention that have been discussed to date include:

- Overcome Discrimination in and Isolation from Networks for Job Hiring and Upward Mobility for Minorities; Encourage Minority Enterprise and Entrepreneurial Opportunities
- Improve Skills and Opportunities for Incumbent Workers -- including (a) leveraging learning at work, with on-the-job training, through firm consortia, and with colleges/universities and (b) improving job-changing networks, hiring halls, work-to-work transitions
- Improve Productivity of Learning -- including through use of technology and National Information Infrastructure; implementing Goals 2000 and School-to-Work; leveraging time at home with family and friends or in the workplace with peers with time at school, in college, or connecting with other providers of learning experiences or coaching; more active learning in context of work, apprenticeship, or school-to-work transition)
- Improve Productivity and Consider the Relevance of High Performance Workplaces in the Service Sector
- Evaluate Administration Policies Concerning Family, Work, Productivity, Jobs, and Living Standards, and Consider how These and Other Possible Alternative Strategies Can Help Americans Understand and Accept the Changing American Economy

These suggestions are illustrative only. We will discuss these and any additional suggestions (or redefinitions) at tomorrow's meeting. To help you review all of the issues that this group has touched on so far, we have included a list of the issue paper topics that have been discussed over the past six weeks and the Issue Matrix created by the Workforce Policy Group.

In addition to defining substantive areas of priority attention, we will also need to determine how we wish to proceed. We have already created a subgroup to conduct a thorough review of the performance, operations, and value of existing federal education, training, and reemployment programs, and to come up with possible alternatives to this web of programs consistent with the vision of Goals 2000 and the Reemployment Act. After we have agreed on other areas of priority attention, we will need to determine how to proceed on these issues -- e.g. through additional subgroups, individual assignments, or seminars with the Secretaries.

Finally, Dave Barram and Bo Cutter have suggested that we create an on-going conference through "Communications Groupware." In addition to allowing us to communicate more regularly with one another on-line as our busy schedules permit, this might also help us to build cooperative, interagency alliances that can thrive apart from the substance of our work and the process of our regular, weekly meetings. One of our challenges is finding the means to integrate the interagency focus of our policy development into the on-going work of each agency: as many private firms are learning, we can now consider facilitating the evolution of agile, changing, cross-agency teams through such communications groupware. What better place to learn about such a potential revolution in productivity in the service sector than in our own work? Dave Barram will take the lead in figuring out how to proceed to implement such an approach.

We look forward to seeing you tomorrow night.

cc: Bob Rubin  
Carol Rasco  
Bo Cutter  
Gene Sperling

## **ETR POLICY GROUP ISSUE PAPER TOPICS**

- **Minority Entrepreneurship**
- **A Strategic Framework for Workers and Firms to Embrace Change**
- **Incumbent Workers -- A Strategy for Continuous Learning and Improving Earning**
- **Overcoming Discrimination; Human Service Support for Families to Facilitate Learning, Work, and Earning**
- **Department of Defense -- Lifelong Learning, Job Changing to Private Sector, Technology as a Lever to Promote Productivity of Learning**
- **Beyond (or Outside) the Matrix -- A Conceptual Strategy**

**Life Long  
Learning**

**Job  
Changing  
Tools**

**Competitiveness  
and Good Jobs**

**Where are  
the Jobs?**

**Problem  
Definition**

**A**

**F**

**K**

**P**

**Policy  
Development**

**B**

**G**

**L**

**Q**

**Proposed  
Legislation  
(scanning,  
communications,  
congressional)**

**C**

**H**

**M**

**R**

**Existing  
Legislation**

**D**

**I**

**N**

**S**

**Implementation**

**E**

**J**

**O**

**T**