YouthBuild USA
Compendium of Workforce Development Resources

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I. Overview of the Compendium of Workforce Development Resources

The national workforce development system is a constellation of government, business, union, educational institutions, and national and community-based nonprofit organizations devoted to getting disadvantaged youth and unemployed adults into employment opportunities. There is a panoply of resources that local YouthBuild programs can use to enhance the program environment and facilitate the transition of young adults into the market environment where there are jobs and educational opportunities. The key to accessing these resources is being able to speak the language and to interpret what you are doing in terms that those who operate within the workforce development system can understand.

The purpose of this compendium is to increase your understanding of the language and policy trends of the workforce development field and help you answer the following questions:

1) What are the major trends in workforce policy relating to low-income youth? Who is informing these conversations?
2) What are thought leaders saying about the current state of workforce development for low-income youth?
3) What is the basic knowledge and vocabulary used in conversations about preparing young people for the world of work? What are the key partnerships that lead to high-growth, high-demand, high-wage employment opportunities for young people?
4) How do we frame workforce opportunities for low-income youth ages 16 to 24? What networks are most amenable to crafting these strategies?

I hope this guide serves as a resource for strategic thinking. YouthBuild is now formally part of the workforce development system. Becoming fluent in the language of this system is essential to YouthBuild’s ability to thrive. If you have any comments, contact me at dwright@youthbuild.org or kbank@youthbuild.org

Special thanks to Bethany Chaney for compiling this information and to Jennifer Clammer for the original idea.

--Daryl Wright, Vice President for Career Development, YouthBuild USA

A. Structure of the Compendium

The compendium is divided into eleven sections:

• Section I, the section you’re reading now, reviews the meaning of workforce development and defines sector strategies, career pathways, and job mobility. These terms frame the national workforce development conversation.

• Sections II, III, and IV identify some national nonprofit leaders in the field. These are organizations that have shaped the national conversation about workforce development as it pertains to low-income adults and youth. We offer links to relevant information about sector strategies, career pathways, and job mobility.

• Sections V and VI review the federal impetus and resources that motivate and support workforce development, including the workforce investment board (WIB) strategy and the Department of Labor’s Employment and Training Administration (ETA).
• **Sections VII through X** review some of the many organizations that focus on policy and advocacy to make the workforce development system more responsive to the needs of low-skilled, low-income workers, including youth. We survey information about resources that may be useful to YouthBuild programs under the American Recovery and Reinvestment Act of 2009. We also review data that can influence the direction of workforce development strategies for YouthBuild programs and the career development goals of our young people.

• **Section XI** describes other resources that might be useful to YouthBuild staff and program advisors as we work together to stay on top of the dynamic workforce development system, serve special populations, and make connections within the field.

### B. How to Use this Compendium

This compendium is by no means an exhaustive resource. Rather, view it as a primer on workforce development terms, trends, and resources to build your own capacities and fluency. We hope these resources add to your self-guided professional development, and become value-added resources for your programs and young people.

The compendium is available in hard copy, but it is most useful as an electronic document when viewed on your computer. Listed resources are embedded with links to their Web pages. With some exceptions, the Web site or page addresses are not written out. With your internet browser open, you should be able to click on any underlined resource name to view the corresponding web page.

You may not be interested in or need all of the resources here. We know you may not have time to read every article you download. That's fine with us, but we do encourage you to:

- Read the whole compendium first and note the resources that you may want to return to and explore later.
- As you explore Web sites, bookmark those you find most useful. Revisit these sites quarterly.
- As Web sites can often expire or change, we encourage you to download and save articles and reports that interest you. Chose one or two to read each week, and share the articles you find most helpful with your colleagues and partners in the field.
- As you review the information on best practices, let us know whether you are using, or see the potential in using, particular strategies at YouthBuild programs. YouthBuild USA wants to support our field with targeted TA that meets the education and career-related needs of our young people.
- Explore these resources—particularly data sites -- that can be used to enrich your resource-development proposals and help you actively participate in local and regional strategic workforce and community economic development discussions.
- Let us know your opinion on these resources, and if you find additional, new, or better resources that should be included in this compendium. We intend to update this document at least annually, and we want it to be most useful to you and your colleagues.
C. Workforce Development: Some Defining Terms

Whether in an adult or youth context, workforce development comprises education, training, and wrap-around services aimed primarily at disadvantaged (low-income, low-skill) or dislocated (due to industry decline or exportation) workers. Emergence of Workforce Development: Definition, Conceptual Boundaries, and Implications (31 pages), published by two scholars at Ohio State University’s Center on Education and Training for Employment, is an excellent overview of what workforce development has come to mean and trends affecting the development of the industry.

There are three major trends in workforce development vocabulary and. None are mutually exclusive, and all are relevant to workforce development strategies for young people:

- **Sectoral Strategies.** According to the Aspen Institute, sectoral strategies target a specific industry and region, identifying and addressing systemic labor market issues within the industry, the educational and training system, and the public policy arena. The nonprofit, public, educational, and corporate sectors can and should be engaged in sectoral strategies, from planning through implementation phases.

- **Career Pathways.** This term is used in two ways. When used generally, the term refers to clusters of occupations and careers that are combined together based on the competencies, strengths and interests of the people within them. Training and employment agencies, community colleges, and career counselors might use standardized career pathways to help students or workers prepare for their preferred career. The idea is not to decide on a specific occupation, but to select a career pathway that will guide a young person’s training, education, part-time employment, and work-based learning opportunities. Partnerships are key.

  According to the Workforce Strategy Center, a career pathway is also a specific sectoral strategy. It is "a series of connected education and training programs and support services that enable individuals to secure employment within a specific industry or occupational sector, and to advance over time to successively higher levels of education and employment in that sector." What used to be called a career ladder—a narrow upward path -- is now a career lattice, enabling several pathways to increase skills and abilities, career exploration, and lateral as well as upward advancement along the income and job responsibility continuums.

- **Job Mobility** is now viewed as an important goal alongside job placement and retention. Workforce development is not just about matching a person with a job, but preparing the person for a lifetime of work opportunity by opening entry doors and providing tools, including educational subsidies and work supports, that enable low-income or low-skilled people to continue to grow professionally. For example, pre-apprenticeship and apprenticeship programs and certification programs can be accessible to low-income workers who need to earn a living while they participate in classroom education and vocational training. This is one way to open up a career pathway and ensure job mobility in the future.

In addition to these concepts, every organization, trade association, and public entity is concerned about how the 2009 stimulus funding will affect the field. As this funding must be spent quickly, the possibility that long-term strategic vision may be compromised to attain short-
term goals is real. As a result, there has been a significant uptick in policy-advocacy activity specific to workforce development and other activity that supports the field, such as educational and work supports.

II. Leaders in the Field: Nonprofits with Core Workforce Development Competencies

There are dozens of national and regionally-focused workforce development organizations. We are highlighting five that have emerged as opinion leaders and best-practice thinkers.

Aspen Institute’s Workforce Strategies Initiative (WSI) (www.aspenwsi.org/WSIwork-sector.asp) tests, evaluates, and advances sectoral approaches to employment and advancement opportunities for low-income workers. The WSI Web site defines sectoral employment development, offers numerous case studies, and outlines competencies necessary for successful strategies. WSI has completed the first year of a three-year Courses to Employment demonstration project designed to illuminate the role educational partnerships can play in addressing the special supports needed by low-income adults while they work, learn, and make employment advances.


Workforce Strategy Center (www.workforcestrategy.org) is an "applied think tank" that works with education, workforce development, and economic development agencies to develop career pathways and sectoral strategies to engage students and workers in the regional economy.

Insight Center for Community Economic Development (www.insightcced.org), formerly called the National Economic Development and Law Center, coordinates the National Network of Sector Partners (NNSP), a membership organization for industry-specific workforce development programs. NNSP provides training and networking opportunities, conferences, workshops, newsletters, policy alerts, technical assistance, and access to an online clearinghouse.

Corporation for a Skilled Workforce (www.skilledwork.org) is a national nonprofit policy research and practice organization that has done a lot of sectoral work in partnership with trade associations, state entities, and foundations.

III. Youth-Focused Leaders in the Field

Not surprisingly, the bulk of research and policy making has been geared to adults, but there are several youth-centered organizations playing prominent roles at workforce development practice and policy tables.

National Youth Employment Coalition (www.nyec.org) is a national membership network that sets and promotes quality standards; tracks, crafts, and influences policy; provides and supports professional development; and builds the capacity of youth-centered organizations and
programs. YouthBuild USA is a member. NYEC’s Information Center is a must to explore, with an extensive catalogue featuring hundreds of documents published by NYEC or other organizations. Workforce development topics include apprenticeships, green jobs, and state and local workforce investment boards. Some resources are available to NYEC members only.

The National Collaborative on Workforce and Disability for Youth (NCWD/Youth) (www.ncwd-youth.info), housed at the Institute for Educational Leadership in Washington, D.C., assists state and local workforce development systems to better serve all youth, including youth with disabilities and other vulnerable youth. The collaborative comprises partners with expertise in education, youth development, disability, employment, workforce development, and family issues. Among NCWD’s key initiatives:

- The Knowledge, Skills and Abilities (KSA) initiative is an online professional development tool kit designed to improve the awareness, knowledge, and skills of practitioners and other people who work directly with youth. It includes a study guide of competency-specific learning resources for each of ten KSA competencies. The guide is an excellent resource for ensuring that staff understand and use best practices for working with youth in career exploration and employment activities.

- The Guideposts for Success page is a short, simple summary of what is needed to help young people make the transition from youth to adulthood and from school to work.

- Guideposts for Supporting Employers (2 pages) helps workforce development policy makers and program providers reduce identified barriers to employment for youth. The framework addresses what state and local system designers need to do, as well as what individual programs (education and training institutions, apprenticeship programs, and One-Stop Centers) need to do.

- Tunnels and Cliffs: A Guide for Workforce Development Practitioners and Policymakers serving Youth with Mental Health Needs (2007, 118 pages—also available for download by chapter). This very thorough document uses the Guidepost framework to help workforce development practitioners, administrators, and policy makers understand youth with mental-health needs in order to better help them transition into the workforce successfully.

Jobs for the Future (http://www.jff.org/) is a nonprofit research, consulting, and advocacy organization that works to ensure youth have quality high school and postsecondary education, and that all adults have the skills needed to hold jobs that pay enough to support a family.

- Jobs for the Future’s Knowledge Center is extensive and searchable by topics such as community colleges, multiple pathways, out-of-school youth, and workforce development. Though many of these publications are specific to a state or funder project, and there is a clear focus on higher education topics, these are still useful resources that aid in understanding a variety of workforce related topics relevant to youth and adults.

- Job for the Future’s ten-year participation in the Workforce Innovation Networks collaboration resulted in a series of manuals that document how organizations can play an important role in working with employers for a successful and inclusive workforce. The manuals include lessons learned and replicable best practices.
The Forum for Youth Investment (www.forumforyouthinvestment.org) is perhaps best known for its Ready by 21 project, which touts a "big picture approach" to youth development and "helps state and local leaders change the way they do business to ensure that all young people are ready for college, work and life." While this Web site is not entirely about workforce development, there are a number of innovative and relevant materials to choose from.

MDC, Inc. (www.mdcinc.org) published Creating Economic Opportunities for Every Young Person (2000, 90 pages), a report of lessons learned from the Hitachi Foundation's Partnerships in Education and Economic Opportunity Initiative, a demonstration project to network and strengthen community-based partnerships in youth workforce development. The report includes profiles of the twelve participating programs, descriptions of program strategies, lessons learned, challenges, and contact information.

IV. Overview of Current Trends

As noted in Section I, there are three overriding trends in the language and practical strategies of the workforce development field. The following resources will help you stay on top of each.

A. Sectoral Strategies

The Insight Center's National Network of Sector Partners has extensive information about sector strategies in its clearinghouse. Check this site regularly. Of particular interest to YouthBuild programs will be the Colorado Construction Sectors Report (2008, 23 pages), which looks at efforts in one state to analyze labor needs in the construction industry and its pathways for entry and design a sectoral strategy that meets both the needs of workers and employers in the industry.

Green for All's (www.greenforall.org) Green Collar Cities program is a place-based effort to support and implement successful green jobs programs. A very broad sectoral initiative, Green Collar Cities is one to watch. Green for All argues that there are five basic elements to a successful green-collar jobs program: job creation, training, education, community engagement, and aligning policies and programs towards an inclusive green economy.

Some additional documents to browse from other organizations:

- Working Poor Families offers a terrific Glossary of Terms (4 pages) related to workforce development and sectoral approaches.

- Job Training That Works: Findings from the Sectoral Employment Impact Study, (P/PV, 2009, 12 pages) summarizes the evaluation of sector-focused skills training and describes the positive impact of three of the studied programs.

- Sector Strategies in Brief. (Aspen Institute, 2007, 8 pages) is a good overview of sectoral strategies and effective roles that partners can play to help disadvantaged workers find jobs and help employers improve the quality of the jobs they.

- Sectoral Strategies for Low-Income Workers: Lessons from the Field (Aspen Institute, 2007, 100 pages), a much more comprehensive document, draws on Aspen's workforce initiatives.
• **Systems Change: A Survey of Program Activities** (Aspen Institute, 2008, 22 pages) describes successful strategies partners use to reduce systemic barriers to employment for low-income workers through changes in industry practice, education and training, and public policy.

• **Closing the Gap: How Sectoral Workforce Development Programs Benefit the Working Poor** (Aspen Institute, 2001, 44 pages) presents outcomes from the Sectoral Employment Development Learning Project, specifically around income, employment, experience, and job satisfaction gains.

• **Building Effective Employer Relations** (Aspen Institute, 2004, 20 pages) reports on the key lessons learned in sectoral development with regard to choosing employer partners, structuring relationships with employers, and providing services that are valued by businesses.

**B. Career Pathways**

The **Center for Law and Social Policy (CLASP)** has published *Using Increased Funding under the Workforce Investment Act to Create Multiple Pathways to Marketable Postsecondary Credentials and Middle-Class Employment* (2009, 9 pages), which focuses on career pathways and includes references to out-of-school youth.

The **Workforce Strategies Center** offers a multifaceted tool kit of documents related to its career pathways model, which comprises gap analysis, career pathways planning, implementation, continuous improvement, expansion, and pathways to competitiveness. In addition to the tool kit, check out *Career Pathways: A Strategy for Transforming America’s Workforce Education Systems To Support Economic Growth* (2007, 4 pages), which offers insight and readings into how community colleges can integrate career pathways strategies in their plans.

**Career Voyages** ([www.careervoyages.gov](http://www.careervoyages.gov)), a DOL-sponsored site, designed for young people and their adult support systems, has excellent information about careers, career competencies, educational and certification resources, and more. It is focused on and organized by high-growth industries. The site offers "next steps" for pursuing careers within an industry--not just one occupation--and thus exemplifies career pathways methodology. Sample career lattices are available for each industry.

**C. Job Mobility**

**Seedco** ([www.seedco.org](http://www.seedco.org)), which incubates and evaluates programs that assist low-income people, has published *From 'Work First' to 'Worker Mobility': A Critical Review of Career Advancement Strategies* (2008, 18 pages). This publication analyzes career advancement programs targeted to low-wage workers and contrasts those models with Seedco’s own career advancement program, EarnMore.

**Public/Private Ventures** offers *Getting In, Staying On, Moving Up* (1999, 32 pages), which focuses on model job-retention strategies for youth practitioners. This publication offers nine principles of effective practice for youth-centered workforce programs regarding retention.
efforts, which are critical to preparing young people for staying in a job or moving into the next one.

Public/Private Ventures also has authored *Going to Work with a Criminal Record* (2008, 58 pages), which offers fundamental lessons on connecting people with criminal records to jobs and employers. YouthBuild USA has distributed this publication to the field.

V. Workforce Investment Act and Workforce Investment Boards

Congress passed the Workforce Investment Act (WIA) in 1998 as the largest single source of federal funding for workforce development activities. WIA created a "universal access system" of "One-Stop" career centers to provide access to training and employment services for a range of workers, including low-income adults and youth, and dislocated workers. The following resources will help you understand the act and how workforce investment boards work.

The Workforce Alliance ([www.workforcealliance.org](http://www.workforcealliance.org)), a collaborative policy-advocacy organization, has an excellent [WIA page](http://www.workforcealliance.org) that offers policy overviews, analysis, and an excellent summary of the Workforce Investment Act. Check out chapters on these WIA titles:

- Workforce Investment Act Title 1: Workforce Investment Systems for Adults, Dislocated Workers and Youth (12 pages)
- II- Adult Education and Family Literacy (6 pages)
- III - Wagner-Peyser (6 pages)
- IV--Vocational Rehabilitation State Grants (6 pages)

National Association of State Workforce Agencies ([www.naswa.org](http://www.naswa.org)) offers the "Workforce ATM", which includes information about innovative WIA state practices, implementation, appropriations, legislative guidance, service and office locations, and more. Also, offers a weekly Workforce Bulletin. Some information is available to members only.

Benchmarking Workforce Investment Boards: Critical Success Factors (2006, 85 pages), published by the Corporation for a Skilled Workforce, is intended for WIBs and others seeking to make their WIBs more effective. Excellent resource for understanding how WIBs operate, define their jobs, and are influenced by internal and external forces.

DOL/ETA offers Collaborating with Faith- and Community-Based Organizations: Lessons Learned from 12 Workforce Investment Boards, a study conducted by Mathematica Policy Research. (2007, 162 pages) or cut to the chase with the Summary and Implications (2007, 2 pages)

VI. U.S. Department of Labor and Employment and Training Administration (ETA)

Here are some must see resource sites and pages for YouthBuild staff and program advisors:

- Youth Employment, [www.doleta.gov/youth_services/](http://www.doleta.gov/youth_services/)

- **Career One Stop**, [www.CareerOneStop.org](http://www.CareerOneStop.org), DOL's multifaceted site for workforce and economic development information, strategic planning, practitioner thinking, career information, job-seeking guidance, and more.

- **Workforce3One**, [www.workforce3one.org](http://www.workforce3one.org), is ETA's "e-learning, knowledge sharing webspace that offers workforce professionals, employers, economic development, and education professionals a dynamic network featuring innovative workforce solutions. Online learning events, resource information, and tools help organizations learn how to develop strategies that enable individuals and businesses to be successful in the twenty-first century economy." You must create a log-in to fully participate in this community, but it is invaluable.

- ETA's [Workforce Professionals](http://www.workforcepros.org) page.

- **Youth Rules** ([http://www.youthrules.dol.gov/](http://www.youthrules.dol.gov/)) is a DOL-sponsored gateway that provides youth, parents, employers, and educators with information about federal and state labor laws that apply to young workers. Includes information about the hours youth can work, jobs youth can do, and how to prevent workplace injuries.

### VII. Policy and Advocacy

The following organizations offer the most comprehensive information and documentation of policy-advocacy efforts related to workforce development for youth and adults. Policy efforts around workforce development necessarily intersect with general poverty-related issues/debates, sectoral interests, entitlement policy, etc. Policy related to work supports (subsidy, childcare, etc.) are particularly critical to understand.

**Center for Law and Social Policy (CLASP)** ([www.clasp.org](http://www.clasp.org)) is a multifaceted policy organization which focuses on federal and state policies that increase opportunities for low-wage workers, strengthen connections to work supports, and improve job quality. CLASP also works in a number of related areas, including youth policy, prisoner re-entry, and work supports.

**The Workforce Alliance** ([www.workforcealliance.org](http://www.workforcealliance.org)), described previously, conducts a number of policy efforts nationally related to adult basic education, green jobs, Perkins support for education, TANF, WIA and more. The alliance is big on state-level advocacy and coalition-building, which may be useful at local YouthBuild program level.

**Green for All** ([www.greenforall.org](http://www.greenforall.org)) is the premier site for information related to the Green Jobs Act. It includes the current status and a downloadable five page overview of the act. The resources section lists programs across the nation, many of which serve youth with model green jobs preparation and employment programs, research reports on green workforce development strategies and jobs initiatives, and more. Read the [Green Jobs Overview](http://www.greenforall.org) (PowerPoint presentation).

**Working Poor Families Project** ([www.workingpoorfamilies.org](http://www.workingpoorfamilies.org)) is a national initiative focused on state workforce development policies including education and skills training for adults,
economic development, and income and work supports. The organization supports state nonprofit groups engaging in a two-part phased process that begins with an assessment of the economic conditions and state policies affecting working families. Also available are several state policy briefs and reports that focus on working low-income families, including such topics as the role of developmental education at community colleges, strengthening state policies, and using WIA work supports.

SectorStrategies.org Knowledge Exchange (www.sectorstrategies.org), a joint project of the National Governors Association, the Corporation for a Skilled Workforce and the National Network of Sector Partners, is an Internet-based resource designed to provide policy makers and sector leaders with the tools to design and implement sector policy. Offers webinars with state policy makers, research, and reports. The site will eventually offer a mechanism for dialogue among policy makers and experienced sector leaders.

VIII. American Recovery and Reinvestment Act of 2009 (ARRA) Resources


The Workforce Alliance has the most extensive national and state recovery policy analysis, recommendations, and resources on its Recovery Legislation page. The organization updates this page regularly to serve as a continuing recovery-related resource, including links to key federal and state resources and information about emerging best practices.


CLASP’s ARRA page includes two particularly relevant briefs:

- From Stimulus to System: Using the ARRA to Serve Disadvantaged Jobseekers (8 pages) explores community-benefit agreements, job linkage and first source hiring, and goals and standards for job creation and job quality as strategies to serve low-income and less-educated individuals.

- Recommendations to USDOL on Guidance to States on Implementing Youth Activities in the Recovery Act (4 pages) is delivered in partnership with the National Youth Employment Coalition.

The Center on Budget and Policy Priorities (www.cbpp.org) is one of the nation’s premier policy organizations. It works on fiscal policy and public programs that affect low- and moderate-income people. The center’s areas of research go well beyond the scope of workforce development, but the sections titled “Recession and Recovery” and “Welfare Reform/TANF are relevant. Its State-by-state estimate of stimulus funding is a helpful outline of funding affecting low- to moderate income individuals, including training and employment services (19 pages if downloaded as PDF. May also be viewed by spending category.).

IX. YouthBuild USA Initiatives and Partnerships
Listed below are specific partnerships that YouthBuild USA is participating in related to workforce development and recovery.

- **Emerald Cities Collaborative** ([http://emeraldcities.us/](http://emeraldcities.us/))
- **National Youth Employment Coalition** ([www.nyec.org](http://www.nyec.org))
- **Corps Network** ([www.corpnetwork.org](http://www.corpnetwork.org))

**X. Data Resources**

Helpful sources for workforce- and economic-development data for use in technical assistance and research are listed below.

- **Career One Stop** ([www.CareerOneStop.org](http://www.CareerOneStop.org)). Mentioned previously, this is an essential tool that DOL would like to disseminate through technical assistance and training efforts like those of YouthBuild USA and the TA Collaborative.
- **EconData** ([www.econdata.net](http://www.econdata.net)). Good regional economic data.
- **Kids Count Census System** ([www.kidscount.org/census](http://www.kidscount.org/census)) is sponsored by the Annie E. Casey Foundation and offers specific information reports.
- **Career Voyages** ([www.careervoyages.gov](http://www.careervoyages.gov)). Also mentioned above, this DOL-sponsored site is designed for young people and their adult support systems and has excellent information about careers, career competencies, and educational resources.

**XI. Other Relevant Web Sites**

Here are some additional Web sites to check out from time to time. They have relevance to special populations, certifications, professional development, and more.

**Families and Work Institute** ([www.familiesandwork.org](http://www.familiesandwork.org)) is a nonprofit organization that studies the workforce with an eye for gender equity issues, how workforce changes affect families, and similar community impacts. The site offers reports and resources related to work supports and employer engagement in work-support efforts as part of its Supporting Work Project, supported in part by the Ford Foundation. (Work supports include EITC, child care, other public benefits.)
National H.I.R.E. Network (http://www.hirenetwork.org/), which serves as an information clearinghouse and advocate aimed at increasing quality opportunities for people with criminal records, provides training and technical assistance to agencies working to improve the employment prospects for people with criminal records. Some good documents are available for download (published by the Legal Action center—the organization’s parent), including a few aimed at helping youth service providers and young people understand and overcome employment barriers related to court involvement.

ACT (www.act.org) manages the popular WorkKeys testing system and the National Career Readiness Certificate. The site also provides other assessment, research, information, and program management services in education and workforce development.

Work Wonk (www.workwonk.com) calls itself "The Workforce Development Channel," Work Wonk is a relatively new Web community for workforce development professionals. It seeks to aggregate news and publications and document best practices, challenges, and trends in workforce development. The site has room for job postings, RFP listings, conference information, and news resources.

Youth@Work (http://youth.eeoc.gov) is the Equal Employment Opportunity Commission's Web site for youth in the workforce. The site is designed to help young people understand their workplace rights and responsibilities, and to eliminate illegal discrimination from the workplace for all workers.