

UNCLASSIFIED

**AGENCY FOR
INTERNATIONAL
DEVELOPMENT**



ANNUAL BUDGET SUBMISSION

FY 82

OFFICE OF LABOR AFFAIRS

**BUREAU FOR
PRIVATE AND DEVELOPMENT COOPERATION**

JUNE 1980

**UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
WASHINGTON, D.C. 20523**

ANNUAL BUDGET SUBMISSION

FY 1982

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Decision Unit: PDC/OLAB
Office of Labor Affairs

STRATEGY OVERVIEW

The Office of Labor Affairs (OLAB) was established to develop, implement and strengthen programs for improving the economic status and welfare of workers in developing countries. In response to Congressional emphasis on the needs of the poor, OLAB concentrates on improving the employment and income conditions of rural farm and non-farm workers and those urban workers in the informal economic sector. Special attention is given to trade union participation in development as well as women workers and their efforts for equal treatment in entering and participating in the labor force.

These disadvantaged workers share a number of characteristics. They live in rural areas or urban slums. They are self-employed, unpaid family workers and low paid or temporary wage and salary workers. They engage in farm or rural non-farm related employment or work in the informal urban sector. For the most part, they are underemployed. While they need a wide variety of services (e.g., those related to education, health, sanitation, nutrition), it is employment and income related assistance that is most frequently cited as the critical factor for improving their wellbeing. Support for increasing their productivity and creating new jobs for them is provided through a number of AID sectoral programs: e.g., agriculture, rural development, urban development, science and technology and housing. Responsibility for this support is shared between the Geographic and Development Support Bureaus.

For disadvantaged workers to benefit from these programs, activities affecting their availability and preparation for employment are equally important as efforts to create new jobs. Low income workers must overcome many difficulties before they can benefit from programs to improve their income and employment situation. Some of these difficulties may be overcome through analyses of specific target groups and their labor markets. Employment and income related programs accommodating the needs of such groups will have a much greater chance of success. Getting employment and labor market information to disadvantaged workers will help them to participate in or benefit from employment and income related programs. Facilitating their mobility through labor force migration or employment counseling programs will also help workers to benefit from job directed programs. Non-formal skills training is believed to be a cost-effective factor in enhancing workers' employability. Equally important may be organizing such community activities as daycare centers, worker transport schemes, and training programs in non-skill employment related subjects (e.g., workforce discipline, employment protection, labor standards). Finally, the opportunity for workers to participate in decisions affecting their employment through worker mutual assistance groups, trade unions and cooperatives may be crucial in improving their income and conditions of employment.

These labor supply or worker oriented activities are the focus of OLAB's projects. They include the following labor/employment categories:

1. Labor Statistics
2. Labor Market Analysis and Organization
3. Non-Formal Skills Training
4. Job Information and Labor Force Utilization
5. Labor Force Migration
6. Employment Standards
7. Labor Management Relations
8. Workers Mutual Assistance Organizations (Trade Unions)

To facilitate the preparedness of workers to improve their income and employment conditions, OLAB currently implements three mutually reinforcing centrally funded projects. These projects will continue in FY '82. One new project is introduced in this Annual Budget Submission to enhance current activities as well as provide valuable support for other AID employment related activities. The three projects are:

1. Labor Organizations Development Project which provides motivational and other special training to developing country, high-level trade union leaders to: (a) contribute, in collaboration with their Governments, to the development of effective labor policies and programs; (b) assist poor worker groups to improve their income and employment conditions; and (c) promote more enlightened and responsible trade union participation in socio-economic development.
2. Labor Force Integration Project which promotes effective equality of opportunity and treatment for female workers (especially those with family responsibilities) with respect to employment.
3. Labor Force Planning, Development and Utilization Project which provides critical services to AID Bureaus and Missions for developing and implementing activities which enhance the preparedness of poor workers to benefit from employment and income related programs.

The new project that is introduced in this ABS is the Labor Statistics Training Project which will improve the quality and relevance of the Bureau of Labor Statistics' International Training Program.

These four projects are mutually reinforcing. They provide simultaneous support for poor workers in the developing countries to:

1. facilitate better understanding through improved labor statistics and labor market analysis programs,
2. increase their participation in decisions affecting their employment by means of trade unions and other worker mutual assistance organizations,
3. improve their access to and preparation for improved employment and income possibilities, and
4. enhance the ability of female workers to gain equality of treatment in preparing themselves for and participating in the labor force.

This integrated project strategy will continue in FY '82 with two modifications. The first is a more action-oriented approach to project implementation. Prior activities focused on establishing organizational relationships or institution building. In many cases, an adequate institutional base did not exist to implement OLAB programs. In others, those organizations that could provide direct support to disadvantaged workers, especially women and minorities, were very weak. As these organizational relationships and institutions have become stronger, OLAB is now in a position to turn to more action-oriented activities. This will be done either indirectly by providing project development support to AID Bureaus and Missions or directly by providing, with Mission guidance, centrally funded project assistance to developing country organizations.

The second change is the addition of the Labor Statistics Training Project which is described following Table IV of this ABS.

Decision Unit: PDC/OLAB

PROGRAM AND WORKFORCE RELATIONSHIP

OLAB has three mutually reinforcing projects, each having a distinct character. Together, they meet related needs shared by poor workers which will improve their preparedness for and ability to better their income and employment situations. Because of the unique nature and the time consuming complexities of each project, each one requires a full time project manager who is a specialist in her/his field.

The Labor Organizations Development Project selects and provides training for labor leaders in the developing countries. This is to both motivate and better prepare them to use the trade union movement as a vehicle to serve the needs and improve the conditions of the lowest income workers. The project manager must have both expertise in the dynamics of worker mutual assistance organizations as well as understanding of the individual character of trade unions throughout the developing world.

The Integrated Labor Force Project provides a wide range of services to meet the specific needs of poor, minority workers, especially women, so they may have equal treatment in gaining access to and participating in the labor force. The project manager requires an especially high degree of experience in the areas of non-formal training, job counseling, worker selection for training and employment sensitivity training to increase self-esteem and to work with others, as well as other employment related skills. Together, these services form a "job preparedness package". The target groups to be served by this project will have all of the problems shared by poor workers plus the additional difficulties experienced by minorities and women. The project manager must also be sensitive to discriminatory hiring practices, prejudicial labor legislation and preferential access to education and training programs.

The Labor Force Planning, Development and Utilization project focuses on the analysis and organization of labor markets. Its purpose is to reach out to target groups composed of poor workers so that employment and income related programs may actually make an impact on their lives. The project manager, therefore, must have a basis in employment planning, labor statistics, labor market analysis and the organization of employment related services.

PDC/OLAB programs, therefore, require a minimum of three project managers together with an office director and at least two clerical positions. Additional responsibilities apart from program management are also required such as chairing the Committee on Operations with Labor Institutes.

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
 FY 1980 TO FY 1982
 (\$ thousands)

Decision Unit PDC/OLAB

<u>APPROPRIATION ACCOUNT</u>	<u>FY 1980</u>	<u>FY 1981</u>	<u>FISCAL YEAR 1982</u>		
			<u>MINIMUM</u>	<u>CURRENT</u>	<u>PROPOSED</u>
<u>Education</u>					
907-0002 Government/Labor Organizations Relations	540	--	--	--	--
907-0003 Labor Force Integration	310	--	--	--	--
907-0004 Government Labor Services	150	--	--	--	--
938-0600 Labor Force Planning, Development and Utilization	--	230	150	195	250
938-0601 Labor Organizations Development	--	540	500	575	662
938-0602 Integrated Labor Force	--	330	310	360	408
938-0603 Labor Statistics Training	--	--	--	--	180
Total	1,000	1,100	960	1,130	1,500

TABLE IV PROJECT BUDGET DATA

NUMBER	PROJECT TITLE	OBLIGATION DATE	DATE OF NEXT PLANNED ROUTINE EVAL.	CYM PIPELINE AS OF 9/30/79	ESTIMATED U.S. DOLLAR COST (\$000)						FY 1982 APT. OBLG.	FORWARD FUNDED TO (M/YR)	FUTURE YEAR OBLIGATIONS
					FY 1980		FY 1981		FY 1982				
					OBLG.	EXPEND.	CYM PIPELINE	OBLG.	EXPEND.	CYM PIPELINE			
907-0002	Government/Labor Org. Relations	77	80	--	540	510	210	--	210	--	--	--	
907-0003	Labor Force Integration	77	80	--	310	321	299	--	139	160	--	--	
907-0004	Government Labor Services	77	80	--	150	137	60	--	60	--	--	--	
938-0600	Labor Force Planning, Dev. and Utilization	81	83	--	--	--	--	--	113	117	250	250	
938-0601	Labor Organizations Dev.	81	85	--	--	--	--	--	400	140	662	2,443	
938-0602	Integrated Labor Force	81	85	--	--	--	--	--	180	150	408	1,560	
938-0603	Labor Statistics Training	82	83	--	--	--	--	--	--	--	180	70	

2025 RELEASE UNDER E.O. 14176

Labor Statistics Training Project
938-0603

I. Statement of the Problem

One of the major components of the labor/employment programs traditionally supported by OLAB is the area of labor statistics. A number of handbooks were developed under OLAB auspices including such topics as conducting labor force surveys, establishment reporting of employment and earnings, wholesale and consumer price indexing, labor turnover and the forecasting of employment requirements. The major thrust of OLAB's activities in this field, however, has been its support of the Bureau of Labor Statistics' International Training Seminars. Statisticians, analysts and administrators of statistics programs from all over the world participate in six recurring annual seminars and in others that are organized to meet special needs. The topics of these seminars include: (1) measurement and analysis of prices and poverty, (2) analysis of labor statistics for policy formulation, (3) economic growth, income distribution and poverty, (4) characteristics of the labor force, (5) measurement of wages and other sources of income, and (6) manpower projections and forecasting.

As AID intensifies its activities in the area of employment, the importance of labor statistics is increased. Understanding the needs, characteristics and current employment conditions of poor workers and those seeking employment is necessary for developing relevant employment strategies and policies. Forecasting employment opportunities is required to orient training programs and provide employment counseling. Measurements of the improvements in the employment-income conditions of beneficiaries of AID support projects are a prerequisite of effective evaluation and monitoring. The Bureau of Labor Statistics' Seminars facilitate employment planning in developing countries and, therefore, significantly contribute to meeting AID goals.

Although the Bureau of Labor Statistics recovers most of the administrative costs of these seminars through tuition charges paid by AID Missions, LDC governments or other international agencies, nearly all of the technical services are provided by BLS. Their staff members freely contribute their time to lecture to participants, to guide workshops and to provide individual assistance. While the quality of the resources available to Seminar participants is very high, the actual delivery of that material is often weak from a training point of view. Little of the advanced current technology available in the area of training has been incorporated into the BLS program because funds have never been available for this purpose. Training materials consist of BLS reports, publications and methodologies developed not for training purposes but in response to U.S. government and private sector demands. Appropriately developed training materials for the BLS Seminars would both raise the quality of the training as well as make it more applicable to the actual problems faced by the Seminar participants. Translating these materials into French and Spanish would significantly increase the number of LDC technicians who could benefit from them and would facilitate offering Seminars outside of the U.S.

II. Project Purpose

The Labor Statistics Training Project's purpose is to improve the quality, relevance and accessability of the BLS Training Seminars by developing, testing and translating appropriate training materials for three of the recurring Seminar programs. These materials can be used for the current Washington based programs, for special seminars in the developing countries and by LDC agencies which produce and analyse labor statistics.

III. Project Description

Appropriate training materials will be developed for three of the BLS recurring seminar programs. The training materials will be developed in instructional systems design models insuring the most efficient delivery of relevant information. They will relate to the levels of ability and interests of the training candidates and will reflect the development goals of AID employment planning assistance programs. They will both assist BLS instructors in delivering sequential and related lectures as well as assist students in following logical, coherent training programs. The materials will be performance tested in English for the Washington seminars. They will be subsequently field tested in the French and Spanish versions.

The Project would be implemented in the following steps:

1. OLAB/BLS agreement on the three seminar topics most relevant to AID objectives.
2. OLAB/BLS determination of contract specifications to insure Project objectives are met. This includes contract design, type of contractors to consider and specification of outputs (e.g., training materials to be developed in English).
3. Selection of contractor.
4. Contractor evaluation of AID objectives together with OLAB.
5. Contractor evaluation of target population drawn from current BLS participants.
6. Contractor evaluation of end-of-project competency goals with BLS technical staff.
7. Development of training modules together with BLS Seminar professional staff who will be primarily responsible for their subsequent application.
8. Testing of materials in BLS Washington Seminars.
9. Final refinements of training materials by contractor and delivery to BLS.
10. Translation of materials into French and Spanish.
11. Field application in two pilot seminars held in appropriate developing countries.
12. Final refinements in translated materials.

The entire project, resulting in training materials in English, French and Spanish appropriately tested against above specifications for three BLS recurring programs, will cost \$250,000. Steps one through nine outlined above are to be completed in FY '82 at a cost of \$180,000. The subsequent steps will be done in FY '83 at a cost of \$70,000.

Decision Unit: PDC/OLAB

DECISION PACKAGE NARRATIVE

Minimum Level

The minimum level represents an absolute reduction in the resources of each project from FY '81 without considering the added costs resulting from inflation. At this level, project activities would merely continue to exist but not to exhibit the more dynamic action oriented thrust contemplated on the basis of previous project accomplishments. OLAB would fall further behind in meeting the increasing demand by Missions and Bureaus for its support activities. A significant reduction would occur, therefore, in OLAB's ability to fulfill its objectives for enhancing the capacity of workers to participate in and benefit from employment and income related programs. This reduced capacity would occur at just the time when the overall Agency emphasis on employment generation and improving the income of poor workers is increasing.

The minimum level for the Labor Organizations Development Project is nearly ten percent below the FY '81 funding level. In real terms, however, this will mean an approximate one-fifth reduction in the number of trade union leaders who can participate; a reduction of 18 participants or one entire study group. This would occur at the same time that Missions are increasing the number of candidates they recommend to participate in the program. Current program funding necessitates the rejection of over 50% of those candidates proposed by AID Missions. A reduction of project resources would mean an increase in the rejection rate. Fewer participants can be served, fewer countries can participate, and fewer subjects of interest can be dealt with due to the elimination of one study group.

The minimum level would seriously impair the successful implementation of the Integrated Labor Force Project. The FY '82 objective of this activity is to select the location and initiate the planning phase of three pilot projects. These should test and demonstrate action programs for better enabling women to attain equal access to and treatment in those activities related to employment and labor force participation. An absolute reduction in resources at this early stage of the project would delay initiating at least one of the three pilot studies thereby slowing down the entire implementation schedule. The simultaneous implementation of the three pilot activities is an important facet of the overall project design to enable regional differences in the treatment of women in the labor force to be studied. This experience will be extremely valuable for future programming of women's programs related to employment.

The Labor Force Planning, Development and Utilization Project at the minimum level will continue to provide technical services for AID Bureaus and Missions as anticipated in the original project design. Support

activities, which include developing a comprehensive roster of non-governmental sources of technical support in the labor/employment field and an inventory of existing labor/employment activities, however, will be discontinued. AID Bureaus and Missions will be able to obtain technical services from the Labor Force Planning, Development and Utilization Project for:

1. Designing and preparing projects in the labor/employment field.
2. Locating personnel and technical resources for implementing labor/employment projects from existing rosters.
3. Obtaining technical information and guidance on labor/employment matters.
4. Evaluating projects and developing strategies in the labor/employment field.

No reduction in workforce requirements is possible at the minimum level. Project monitoring and providing OLAB services to other AID Bureaus and Mission will continue as in the past. Reductions will occur, however, in the contract services that were anticipated to be provided by the private sector in developing support activities.

Current Level

The current level is little more than the FY '80 total program. In order to meet expected requirements resulting from ongoing activities, the minimum to current level increment permits a slight funding increase for the Labor Organizations Development and the Integrated Labor Force Projects as compared to previous levels. An actual decrease will be necessary at this level for the Labor Force Planning Project in order to make these other increases possible.

The Labor Organizations Development Project will provide funding for approximately 90 high level trade union leaders at the current level. This constitutes no increase in the volume of participants over previous years but only protects the current program from erosion due to rising training costs. The increasing demand by Missions for project funding means that this constant level of 90 participants will accommodate relatively fewer of the total number of proposed candidates.

At the current level, all three of the proposed pilot projects for the Integrated Labor Force Project could be initiated on schedule. Initiating these projects simultaneously in three regions will permit a simultaneous comparison of results. This will facilitate testing of hypotheses as to the program needs of working women to enable them to participate equally with men in the labor force. The three pilot applications of these hypotheses will permit an evaluation of the relative importance of different program components as well as the effects of regional differences. This, in turn, will provide valuable orientation in formulating future employment-related programs.

RANK		TABLE V - FY 1982 PROPOSED PROGRAM RANKING									
		Bureau Code:		DECISION UNIT		PDC/OLAB		Decision Code:		WORKFORCE	
		DESCRIPTION		PIPELINE/ ONGOING/ NEW	LOAN/ GRANT	APPROP. ACCT.	PROGRAM FUNDING (\$000)		WORKFORCE (Number of Positions)		
					INCR	CUM	INCR	CUM	INCR	CUM	
		<u>DECISION PACKAGE MINIMUM</u>									
		<u>Pipeline Projects</u>									
		907-0003 Labor Force Integration	P	G	EH	(160)	(160)	-	-	-	-
		Subtotal (Non-Add)					(160)	-	-	-	-
		<u>New and Continuing Projects</u>									
1		938-0601 Labor Organizations Development	0	G	EH	500	500				
2		938-0602 Integrated Labor Force	0	G	EH	310	810				
3		938-0600 Labor Force Planning, Development and Utilization	0	G	EH	150	960				
		Basic Workforce						6	6		
		Total Minimum Package and Related Workforce				960		6	6		

E R R A T U M

FY 82

ANNUAL BUDGET SUBMISSION

OFFICE OF LABOR AFFAIRS

BUREAU FOR

PRIVATE AND DEVELOPMENT COOPERATION

The attached pages were not included in the printed OLAB ABS and should be inserted after page 11 to complete the Decision Package Narrative at the Current Level and Proposed Level.

The Labor Force Planning, Development and Utilization Project at the current level will provide for technical services as well as three support activities. First, the results of an inventory undertaken in FY '81 of technical services in the labor/employment field available from the private sector can be published and disseminated. This will be of use to AID Bureaus and Missions in locating qualified technicians to design and implement projects. Second, another FY '81 activity to identify and summarize existing labor/employment activities will be published and disseminated affording AID project developers useful guidance in the planning and design of labor/employment programs. Finally, evaluation services can be provided to review labor/employment projects both to: (1) improve their quality, and (2) provide guidelines for the development of new projects.

No additional workforce above that described at the Minimum Level is proposed at this level.

Proposed Level

The proposed level will permit us to adequately meet requests from AID Missions and Bureaus for OLAB services. With an increase of one-third over the current level resources, all existing projects can be expanded beyond their present levels and an additional project can be initiated. Because this can be done with no increment in the current direct hire staff, it offers a highly cost-effective increase in total output for the limited increase in expenditure.

An additional ten trade union leaders could be programmed in FY '82 under the Labor Organizations Development Project, bringing the total to 100; the first real increase in program volume in many years. This would enable a slight reduction in the current rate of rejected candidates (approximately 50% of the total proposed) as well as the inclusion of more countries in the program. Finally, the additional volume would permit a fifth study group to be added, thus expanding the number of primary topics that can be addressed. With present Agency emphasis on stimulating the participation of poor workers in economic decision making, expansion of the role of trade unions in better representing these workers is of immediate importance.

The Integrated Labor Force Project calls for labor market surveys as the first component of the implementation stage of its three pilot projects. Simultaneous with the location and design of these pilot activities, the proposed level of funding would enable advance preparation for these surveys. While a great deal of information exists on survey methodology, most relates to the urban modernized sector. Few surveys have been done in rural areas or in informal urban labor markets. An inventory of the experience of international agencies (e.g., UNDP, ILO, and OAS) and of developing countries that have engaged in such labor market assessments would be valuable. This would enable us to initiate the first component pilot activities in FY '83 with a solid foundation of relevant guidance and experience.

The Labor Force Planning, Development and Utilization Project would expand both its technical as well as its support services. An additional six months of technical services can be provided AID Bureaus and Missions to develop labor/

employment projects. This would better, although not completely, meet current demands. Emphasis would be given to African missions where least experience has been accumulated on how to deal with employment problems. Two seminars would be added to the support activities of the project, in order to better disseminate the results of the two inventories by directly involving AID Bureau and Mission personnel most likely to benefit from the findings.

A modest new activity would be initiated in FY '82 at the Proposed Level; the Labor Statistics Training Project. As described separately in this ABS, it would research and develop training manuals for three annual training seminars of the BLS. This would both raise the quality of these activities as well as making them more relevant to AID goals.

No additional staff members will be needed at the Proposed Level. The Labor Statistics Training Project will be contracted out. Project monitoring can be provided by the project officer for the Labor Force Planning, Development and Utilization Project as the two projects are similar in their technical components.

TABLE V - FY 1982 PROPOSED PROGRAM RANKING

RANK	DECISION PACKAGES/PROGRAM ACTIVITY DESCRIPTION	PIPELINE/ PROGESS/ NEW	LOAN/ GRANT	APPROP. ACCT.	PROGRAM FUNDING (\$000)		WORKFORCE (Number of Positions)	
					INCR	CUM	INCR	CUM
					INCR	CUM	INCR	CUM
	<u>DECISION PACKAGE CURRENT</u>							
4	938-0601 Labor Organizations Development	0	G	EH	75	1,035	-	-
5	938-0600 Labor Force Planning, Development and Utilization	0	G	EH	45	1,080	-	-
6	938-0602 Integrated Labor Force Workforce Increment Current Package Total Current Package and Related Workforce	0	G	EH	50	1,130	-	-
	<u>DECISION PACKAGE PROPOSED</u>				170		6	
7	938-0601 Labor Organizations Development	0	G	EH	87	1,217	-	-
8	938-0603 Labor Statistics Training	N	C	EH	180	1,397	-	-
9	938-0602 Integrated Labor Force	0	G	EH	48	1,445	-	-
10	938-0601 Labor Force Planning, Development and Utilization Workforce Increment Proposed Package Total Proposed Package and Related Workforce	0	G	EH	55	1,500	-	-
					370		6	

FUNDING REQUEST

BUREAU/OFFICE PDC/OLAB

(Dollars in Thousands)

	FY 80 ESTIMATED	FY 81 REQ.	FY 82 MIN.	FY 82 CURR.	FY 82 PROPOSED
SALARIES & BENEFITS	219.6	213.0	213.0	213.0	231.7
FTEPP					
NON-FTEPP					
IPAs/Details					
EXPERTS/CONSUL- TANTS					
OVERTIME					
ENTERTAINMENT					
TRAVEL	4.0	12.8	12.8	12.8	15.2
CONTRACTUAL SERVICES					
OTHER*					
TOTAL	223.6	225.8	225.8	225.8	246.9

* Training, Data Management, Management Operations, Personnel Support Travel -- list. Total for each from Schedule VI and VII.

SCHEDULE III b

WORKFORCE DETAIL

BUREAU/OFFICE PDC/OLAB

FY 1982 POSITIONS ADDED

CURRENT TO PROPOSED

NO. OF POSITIONS	GENERAL POSITION TITLE	DIVISION/BRANCH	FUNCTION
1	Administrative Operations Assistant	PDC/OLAB	Program Support

TRAVEL DETAIL

BUREAU/OFFICE FDC/OLAB

(Dollars in Thousands)

TYPE OF TRAVEL	FY 80		FY 81		FY 82		FY 82		FY 82	
	Estimated	Request	Min.	Proposed	Estimated	Request	Min.	Proposed	Estimated	Request
	No. of Trips	Amount	No. of Trips	Amount	No. of Trips	Amount	No. of Trips	Amount	No. of Trips	Amount
Training/Education (not funded by Training Office)	4	4.0	13	12.8	13	12.8	13	12.8	15	15.2
Conference/Seminars										
Project Support										
Invitational										
Other: (specify)										
1.										
2.										
3.										
TOTAL	4	4.0	13	12.8	13	12.8	13	12.8	15	15.2

Proposed FY 1981 Obligation Rate (Cumulative Percentage)		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
0	20	20	30	30	40	40	60	60	70	75	80	90	100

Note: All travel will be funded by the office requesting travel regardless of the length of the TDY.

OPERATING EXPENSE NARRATIVE

The Office of Labor Affairs (OLAB) is a very small office with a diverse project portfolio as well as other diverse functional responsibilities. As noted in the Program Workforce Relationship narrative, three officers are directly involved in project implementation. The three projects are complementary but not overlapping and require three distinctly different types of expertise. Project implementation necessitates continuing participation in workshops, seminars, skills training, data gathering, etc.; all highly workforce intensive.

The Office has experience with operating at less than its current full-time professional complement. One of the project officer positions has been vacant for several months necessitating support for the project from other parts of the Office and Bureau as well as use of contractual services for specific tasks. This arrangement has been difficult for the short term and would be impossible in the long term if the project is to continue to be implemented.

The staff presently includes an Administrative Operations Assistant in a position which was discontinued two years ago. While the position is a welcome supplement to the office staff, it is not essential to the office operations. Therefore, in response to the Administrator's decision to reduce the Agency's ceiling, we are again proposing to cut this position.

If there is any cut below the level of six, it would have to be absorbed by deleting one of the secretarial positions. However, one secretary would be inadequate to meet the clerical needs of the Office, especially since that in addition to the direct-hire staff of three project officers and the Deputy Director of the office, the professional staff is supplemented by two full-time RSSA's.

Travel for the past two years has been extremely limited. As stated above, OLAB participation in workshops, seminars, and skills training is essential to program implementation. Because of the limited funding in the recent past, the minimum level would require at least three international trips and ten domestic trips. The proposed level provides for additional overseas travel.