

**INSTRUMENT 1**

**LETTER TO AJC MANAGERS INTRODUCING THE STUDY**

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&lt;date&gt;

&lt;AJC manager name&gt;

&lt;AJC manager title&gt;

&lt;AJC name&gt;

&lt;AJC address&gt;

Dear &lt;Mr./Ms.&gt; &lt;AJC manager last name&gt;:

I am writing to invite you to participate in The Institutional Analysis of American Job Centers (AJCs), an important study sponsored by the Chief Evaluation Office (CEO) of the U.S. Department of Labor (DOL) and conducted by Mathematica Policy Research and its partners Social Policy Research Associates, the George Washington University, and the Capital Research Corporation.

As announced on <date> in Training and Employment Notice <number>, DOL is sponsoring this study to better understand the range of institutional features that shape day-to-day AJC operations and customer experiences. This study presents a tremendous opportunity for the workforce system to document the breadth of AJC services and activities on behalf of the customers we serve, and to share our findings with policymakers and key program stakeholders.

The goals of the study are to thoroughly understand and systematically document the institutional characteristics of AJCs, and to identify variations in service delivery, organizational structure, and administration across centers. Your AJC, along with 59 other AJCs from around the country, has been selected to participate in the study. In the coming months, the study team would like to visit your center and meet with staff from partner agencies and at all levels of service delivery. During this visit, the study team will examine center administrative structures and partnerships, performance management, funding arrangements, and service delivery structures, among other topics. The study team will also examine the role that the local workforce investment board (LWIB) and state-level workforce agencies play in overseeing and shaping AJC activities, and will conduct a survey about AJC partnerships among key partner agencies.

We are committed to conducting this study in such a way as to minimize disruptions to your operations. In <number of weeks>, a representative from the study team will contact you to discuss their visit to your center. If you have any questions or comments about the study, please contact the study's federal project officer, Erika Liliedahl, at (202) 693-5992 or [Liliedahl.Erika@dol.gov](mailto:Liliedahl.Erika@dol.gov). You may also contact the study's director, Pamela Holcomb, at (202) 250-3573 or [pholcomb@mathematica-mpr.com](mailto:pholcomb@mathematica-mpr.com). The OMB control number for this project is <OMB control number>; expiration date <date>.

Thank you in advance for your willingness to participate in this important study. Your participation and support in this valuable effort will be critical to shaping future AJC policy and research.

Sincerely,

Demetra Smith Nightingale, Chief Evaluation Officer  
Office of the Assistant Secretary for Policy  
United States Department of Labor

Enclosures: Training and Employment Notice <number>; study summary

cc: Pamela Holcomb; Erika Liliedahl