



Oregon Employment Department 2011-2013

Vision: Create innovative community workforce solutions in a dynamic business environment

Tagline: Innovative Workforce Solutions

Mission: Support Business • Promote Employment

Goals

1. Increase Business Access to a Ready and Skilled Workforce

Strategies & Initiatives

- a. Enhance Employer and Business Services
 - i. [Enhance contact with employers to identify needs in this business environment to customize service to employer needs.](#)
 - ii. [Increase number of job listings filled and decrease time to get job listings filled](#)
 - iii. [Increase the number of employers posting jobs in iMatchSkills in industries aligned with Workforce Investment Board priorities.](#)

- b. Provide Job Seekers the Opportunity to Know Their Skills, Increase Their Skills, and Obtain the Best Job with Their Skills.
 - i. [Engage all UI Claimants in the WorkSource Oregon registration and intake process.](#)
 - ii. [Establish and enhance strategic partnerships with economic development organizations to assist them in any way possible with the development and creation of jobs.](#)
 - iii. [Continue to strengthen our Workforce Integration systems with CCWD, Oregon Workforce Partners, DHS, Experience Works, and others that contribute to delivering an integrated workforce system.](#)

- c. Support Job Seeker's Readiness to Work by Providing a System of Accessible, Affordable, and High Quality Child Care
 - i. [Move the child care system to higher quality through the EQUIP Oregon Programs of Quality and Education Award initiatives](#)



2. Reduce the costs of unemployment to business and workers

Strategies & Initiatives

- a. Reduce the average duration of unemployment insurance (UI) claims.
 - i. [Implement eligibility assessment procedures to ensure UI beneficiaries are able, available and actively seeking work.](#)
- b. Improve accuracy of UI benefit payments.
 - i. [Individual claims will be randomly selected for quality reviews. UI claim process changes will be implemented based upon data collected from quality reviews](#)
- c. Increase detection and collection activities for improper UI benefit payments.
 - i. [Increase the number of UI Benefit Payment Control staff to deter overpayments, audit claims and establish overpayments.](#)
- d. Improve accuracy of worker classification by employers to prevent loss of benefit to employees and underpayment of UI taxes by employers.
 - i. [Continue employer outreach/education efforts and conducting joint audits with partner agencies, eliminate barriers to sharing information with partner agencies and develop new partnerships with federal agencies.](#)

3. Provide services in an effective and efficient manner

Strategies & Initiatives

- a. Leverage tools and infrastructure that support organizational flexibility.
 - i. [Expand the data warehouse which puts information in a central location that can be accessed easily and used to enhance services to our customers.](#)
 - ii. [Expand document management into new areas of the organization, moving away from the management of paper forms into a more permanent and more easily searchable environment.](#)
 - iii. [Increase the use of new UI phone system for more business areas](#)
 - iv. [Electronic employer notification](#)
 - v. [Streamline work process for UI benefits collections through automation](#)



- b. Create an environment for our staff to grow.
 - i. [Increase cross-training between related business units and employee exchange programs and launch and implement a robust succession planning initiative. \(HR\)](#)

4. Be a leader in the development, use, and sharing of quality information.

Strategies & Initiatives

- a. Respond to the unique information needs of our customers and partners.
 - i. [Introduce a *Special Surveys Unit* within the Research Division's Surveys Group. \(Research\)](#)
 - ii. [Educate customers on participation in the Hearings Process](#)

- b. Leverage new and emerging technologies to improve our information delivery.
 - i. [Evaluate and implement appropriate mobile applications and social networking media to provide customer information and services.](#)



Initiative 1. a. i.

Enhance contact with employers to identify needs in this business environment

Goal	1. Increase Business Access to a Ready and Skilled Workforce
Strategy	a. Enhance Employer and Business Services
Initiative	i. Enhance contact with employers to identify needs in this business environment to customize services to employer needs
Division(s)	Business & Employment Services
Lead Person:	Martin Burrows
Proposed Goal:	Enhance contact with employers to identify needs in this business environment to customize services to employer needs
Problem:	Meet the needs of employers in an ever-changing business climate
Proposed Actions:	<ol style="list-style-type: none"> 1. Hold personalized business meetings to introduce services and discover employer needs 2. Survey employers to determine what online job resources (websites) they may be using; and determine which of our services are of the greatest value to them 3. Develop, enhance, and use online tools available to employers; for example, improve automated iMatchSkills (iMS) notifications of referrals and other service opportunities 4. Build a “marketing” module in iMS for staff to access this information, and obtain printouts for visiting employers, etc. 5. Market to employers the various recruiting options and levels of service to support successful recruitment efforts 6. Use completed trainees as reason for employer contact and possible job development and use to engage in conversation about needed skills/projection of openings 7. Offer workshops to job seekers in soft skills that employers look for 8. Provide OEC seminars statewide to address specific needs and solve problems in specific industries
Deliverables:	<ol style="list-style-type: none"> 1. Increased contacts with employers 2. Increased employer satisfaction
Measurement:	<ol style="list-style-type: none"> 1. Increased contacts with employers 2. Increased employer satisfaction
Cost:	Included in line budget

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Initiative 1. a. ii.

Increase number of job listings filled and decrease time to get job listings filled

Goal	1. Increase Business Access to a Ready and Skilled Workforce
Strategy	a. Enhance Employer and Business Services
Initiative	ii. Effectively manage job listings to increase number job listings filled and decrease the time to get job listings filled
Division(s)	Business & Employment Services
Lead Person:	Martin Burrows
Proposed Goal:	Effectively manage job listings to increase the number of job listings filled and decrease the time to get job listings filled
Problem:	Job listings that are unfilled impact the economic success of an employer, the livelihood of a job seeker, and the UI Trust Fund
Proposed Actions:	<ol style="list-style-type: none"> 1. Teach businesses to use the iMatchSkills (iMS) system (e.g. post and match job listings, etc.) to decrease recruitment wait time. 2. Provide pre-approved employers “Fast Track” privileges that immediately, without staff review, list their job openings 3. Encourage employers to accept electronic applications 4. Match job listings ASAP 5. Refer as quickly as possible 6. Use “Fast Pass” for single business “job fair” events 7. Improve staff side iMS capabilities to enter, search, and support job seeker and job listing data 8. Carefully monitor each listing. Scrutinize match results and talk to employer if there appears a need to modify requirements. Call employer regularly about candidates sent. 9. Timely follow-up to discuss job listing – what changes are needed to the job listing? Applicant – why did some not meet the employer’s need? 10. Determine a standard for a quality ES registration; train staff on how to identify gaps in an ES registration and how to coach job seekers in updating their registrations. 11. Allow job seekers to upload their resumes to iMS 12. Automate job matching and notify job seekers to current job openings to which they match 13. Refer job seekers only to those jobs for which they are the “most qualified”
Deliverables:	Increased number of filled job listings and decreased duration of job listings
Measurement:	Increased number of filled job listings and decreased duration of job listings
Cost:	Included in base budget

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Initiative 1. a. iii.

Increase number of employers posting jobs in iMatchSkills in industries aligned with Workforce Investment Board priorities

Goal	1. Increase Business Access to a Ready and Skilled Workforce
Strategy	a. Enhance Employer and Business Services
Initiative	iii. Increase number of employers posting jobs in iMatchSkills® in industries aligned with Workforce Investment Board (WIB) priorities
Division(s)	Business & Employment Services

Lead Person:	Martin Burrows
Proposed Goal:	Increase number of employers posting jobs in iMatchSkills (iMS) in industries aligned with Workforce Investment Board priorities
Problem:	Workforce Investment Board priority industries do not list all their job listings in iMS which reduces the partnership effectiveness to supply trained workers to these job openings
Proposed Actions:	<ol style="list-style-type: none"> 1. Target employers in specific industries identified by the WIB for marketing efforts 2. Market incentives: OJT, WOTC, Title 1B Training, local community college to employers 3. Increased WIB and OED collaboration to share relevant information to place trained workers into job listings from WIB priority industries 4. Build a connection between iMatchSkills and Labor Market Information and data from WIB Strategic Planning priorities 5. List WIA Summer Youth Programs jobs in iMatchSkills
Deliverables:	Increase number of WIB prioritized employers listing openings in iMatchSkills
Measurement:	Increase number of WIB prioritized employers listing openings in iMatchSkills
Cost:	Included in base budget

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Initiative 1. b. i.

Engage all UI Claimants in the WorkSource Oregon registration and intake process

Goal	1. Increase Business Access to a Ready and Skilled Workforce
Strategy	b. Provide Job Seekers the Opportunity to Know Their Skills, Increase Their Skills, and Obtain the Best Job with Their Skills
Initiative	i. Engage all UI claimants in the WorkSource Oregon registration and intake process
Division(s)	Business & Employment Services

Lead Person:	Paul Hill
Proposed Goal:	Engage all UI Claimants in the WorkSource Oregon registration and intake process and re-engage regularly during the duration of their claim
Problem:	Currently, some UI claimants do not register and complete the intake process denying them valuable WorkSource services
Proposed Actions:	<ol style="list-style-type: none"> 1. Adopt “Mainstreaming” statewide 2. Adopt an automatic requirement for claimants to contact WSO office whenever a claim is reopened without a RTW date 3. Send automated letter to “attached” claimants that claim on week 5 (or after their return to work date) to contact or visit WSO or engage in Mainstreaming activities 4. Re-engage claimants after their 5th claimed week using the “Fast Track” Process. 5. Review registration process and create solutions that assure access to registration and services for non-English speaking and disabled claimants
Deliverables:	All UI claimants complete Registration and Intake (Welcome Process)
Measurement:	All UI claimants complete Registration and Intake (Welcome Process)
Cost:	Included in base budget

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Initiative 1. b. ii.

Establish and enhance strategic partnerships with economic development organizations to assist in any way possible the development and creation of jobs

Goal	1. Increase Business Access to a Ready and Skilled Workforce
Strategy	b. Provide Job Seekers the Opportunity to Know Their Skills, Increase Their Skills, and Obtain the Best Job with Their Skills
Initiative	ii. Establish and enhance strategic partnerships with economic development organizations to assist in any way possible the development and creation of jobs
Division(s)	Business & Employment Services

Lead Person:	Paul Hill
Proposed Goal:	Establish and enhance strategic partnerships with economic development organizations to assist in any way possible the development and creation of jobs
Problem:	Economic development is crucial to bring in new employers to the state, but existing relationships between OED and economic development can be strengthened for greater benefit
Proposed Actions:	<ol style="list-style-type: none"> 1. Visit with economic development organizations explaining our job matching service, large database of skilled workers, and our available Quality.Info data 2. Strengthen ties through our role in the First Source Hiring Agreement program (FSHA) 3. Participate with Economic Development (local and state levels), community colleges, staffing agencies, Title 1B partners, others in efforts to secure new businesses to the state or to a new region 4. Provide leverage locally or as a department for partners or groups of partners to obtain workforce grants (i.e. OJT, NEG) that lead to new jobs 5. Participate in or present at meetings or summits for Economic Development
Deliverables:	Increased contact and strengthened relationships with economic development organizations
Measurement:	Increased OED staff involvement in Economic Development planning and activities
Cost:	Included in base budget



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Initiative 1. b. iii.

Continue to strengthen our Workforce Integration Partnerships

Goal	1. Increase Business Access to a Ready and Skilled Workforce
Strategy	b. Provide Job Seekers the Opportunity to Know Their Skills, Increase Their Skills, and Obtain the Best Job with Their Skills
Initiative	iii. Continue to strengthen our Workforce Integration systems with CCWD, Oregon Workforce Partners, DHS, Experience Works, and others that contribute to delivering an integrated workforce system
Division(s)	Business & Employment Services

Lead Person:	Paul Hill
Proposed Goal:	Continue to strengthen our Workforce Integration Partnerships
Problem:	Improved relationships between OED and its partners will increase collaboration and a more harmonious achievement for their organizations' mission
Proposed Actions:	<ol style="list-style-type: none"> 1. Review Integration policies 2. Enhance communication process between partners at the state and local levels through regular communications and staff meetings
Deliverables:	Increased positive working relationships between partners
Measurement:	Survey of partners about strength of working relationships
Cost:	Included in base budget

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Initiative 1.c. i.
 Child Care Quality Initiative

Goal	1. c. i. Connect Oregon business with a skilled and ready workforce
Strategy	Support jobseeker’s readiness to work by providing a system of accessible, affordable and high quality child care.
Initiative	Move the Oregon child care workforce and child care facilities to higher quality through the EQUIP Education Award and Oregon Programs of Quality initiatives.
Division(s)	Child Care Division
Lead Person	Child Care Administrator
Proposed Goal:	<ul style="list-style-type: none"> To increase the amount of training that individuals in the child care workforce complete. This will be achieved by offering incentives to those who work in child care for attaining defined milestones. To develop a child care facilities model that incorporates structural standards of quality. Facilities who achieve the Oregon Program of Quality (OPQ) designation will be able to demonstrate that they have met higher standards than simply being licensed.
Problem:	<ul style="list-style-type: none"> Regulations for licensed facilities require ongoing training of staff as part the licensing process. While the Division regulates this and those who work in child care facilities complete the training, the regulations require minimal training. This goal is a way to increase the training hours those in the child care workforce complete. Facilities are required to meet licensing requirements, however these requirements are designed to be minimum standards. Having met licensing standards does not indicate that a facility is operating at high quality. The OAEYC accreditation is very costly and difficult for a facility to attain. The OPQ designation will give an Oregon licensed facility a way to indicate that they are operating at a higher level. The OPQ designation will be designed to be attainable.
Proposed Actions:	<ul style="list-style-type: none"> Provide financial education awards to individuals who work in child care facilities at least 20 hours per week.



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	<ul style="list-style-type: none">• Develop standards and do a pilot test of those standards. Offer the standards to any facility that would like to receive the OPQ designation.
Deliverables:	<ul style="list-style-type: none">• An increased number of child care workforce individuals are on the Portland State University Oregon Registry and an increasing number of child care workforce individuals move to higher steps on the registry.• The ability to list the OPQ designation as a credential on the Quality Indicators Report. The ability for facilities designated as OPQ sites to take children who are funded for head start sites and for Early Intervention children.
Measurement:	<ul style="list-style-type: none">• The measurement will show an increase in the number of individuals on the Oregon Registry at certain educational levels.• The measurement will be the number of sites that have achieved the OPQ designation by the end of the biennium.
Cost:	<ul style="list-style-type: none">• The education awards are funded by a private public partnership and initially used ARRA funds. This is projected to cost \$267,000 per year.• The cost for the Oregon Programs of Quality in 2010 is \$444,324. The first year is funded with ARRA dollars, following that the cost will be folded into the base budget.

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Initiative 2. a. i.

Reduce UI Claim Duration

Goal	2. Reduce the costs of unemployment to business and workers
Strategy	a. Reduce the average duration of unemployment insurance (UI) claims
Initiative	i. Implement eligibility assessment procedures to ensure UI beneficiaries are able, available, and actively seeking work.
Division(s)	UI Division – Benefits

Lead Person	Tom Byerley
Proposed Goal:	Reduce improper payments by intensifying efforts to eliminate payment error. Ensure claimants are following UI eligibility policy and reduce the number of claimants claiming who are unable or unwilling to meet those requirements.
Problem:	Claimants who fail to meet eligibility requirement are not identified as long as they continue to answer continued claim questions in a manner that indicates they are eligible. With current technology, claimants can receive benefits without ever interacting with department personnel. The limited review of files allows claimants to go for longer periods without detection. If detected, denials cover greater periods of time resulting in larger overpayments.
Proposed Actions:	Perform eligibility reviews on claimants after they have claimed a certain number of weeks. Work test claimants by referring them to suitable work. Expand the EB work search verification process to include all continued claims. Claimants would be required to provide their work search for each week claimed on IVR or the web.
Deliverables:	<ul style="list-style-type: none"> • Develop a review process and criteria. • Develop claimant eligibility form. • Refer claimants to suitable job listings. • Look for barriers to finding work. • Reduce average duration of UI claims.
Measurement:	<p>Increased work search leads to more work opportunities and quicker reemployment. With reinforcement of eligibility requirements, those unwilling to meet the requirements would stop claiming or be denied benefits. Both should lead to a reduction of overall weeks claimed.</p> <p>Reduced duration of UI claims.</p>
Cost:	The UI Division will use current staff for this initiative.

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Initiative 2. b. i.

Improve Accuracy

Goal	2. Reduce the costs of unemployment to business and workers
Strategy	b. Improve accuracy of UI benefit payments
Initiative	i. Individual claims will be randomly selected for quality reviews. UI claim process changes will be implemented based upon data collected from quality reviews
Division(s)	UI Division – Benefits

Lead Person	Tom Byerley
Proposed Goal:	Reduce overpayments by improving quality of claims processing and adjudication.
Problem:	According to current data, 12% of UI benefits paid are overpaid. Over 60% are due to errors by the claimants. Over 20% by Employment Department staff. Many of the errors that cause overpayment are errors that occur on a routine basis.
Proposed Actions:	Randomly review UI claims. Select at least 450 claims yearly for a complete review. Evaluate the information in Benefit Accuracy Management reports. Determine where recurring issues are and what changes can be made to decrease errors in the claim process.
Deliverables:	<ul style="list-style-type: none"> • Review complete process from initial claim through the current week claimed. • Determine if claimant is meeting eligibility requirements and provide specific advisement to the individual. • Educate and train staff on areas where errors routinely occur. • Complete random audits on UI claims. • Review the information gathered on claims improperly paid. • Identify points in the claim process where errors occur. • Recommend changes/modification to the claim process that will reduce the likelihood of errors. • Modify laws/rules as needed to clarify the process.
Measurement:	15% fewer errors. The UI Division will meet USDOL’s ALP for overpayment detection.
Cost:	The UI Division will use current staff for this initiative.

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Initiative 2. c. i.

Reduce Improper Payments

Goal	2. Reduce the costs of unemployment to business and workers
Strategy	c. Increase detection and collection activities for improper UI benefit payments
Initiative	i. Increase the number of Benefit Payment Control staff to audit claims, establish and collect overpayments
Division(s)	UI Division – Benefits
Lead Person	Tom Byerley
Proposed Goal:	Increase overpayment prevention and detection activities by increasing the number of Investigators and Revenue Agents.
Problem:	<p>The Investigations Unit of Benefit Payment Control currently has 14 Investigators. These Investigators have been placed into an extremely critical position due to a rapidly changing unemployment insurance environment. The Department of Labor establishes minimum expectations for overpayment recovery based on the Benefits Accuracy Measurement Units random claim audits. Oregon has fallen short of this expectation every year. The 2006 expectation was \$39,985,609. We only set up 32.4% of that with \$12,957,000. DOL's 2009 expectation was \$73,340,235 and we only set up only 22.4% of that with \$16,495,720. As the graph below indicates, BPC's ability to discover and set up new overpayments has remained flat since 2006. Additional investigators will allow us to address the increasing BPC caseload which has exploded from 1,973 in 2006 to 5,068 at the end of 2009. This represents a 256% increase in workload. This increase has resulted in taking the average caseload per investigator from a manageable 140 cases to over 350.</p> <p>Due to length of recession and the number of individuals claiming benefits, the agency is setting-up record numbers of overpayments. We expect the numbers to increase throughout 2010. This creates a problem as the gap in set-ups to recovery continues to get wider. The current accounts receivable stands at \$39,120,881.82. During March 2010, with help from temporary employees and overtime, the Collections Unit recovered a record \$1,884,992.90. Overpayment set-ups were \$2,430,160.00. On average we are collecting a little over \$1million per month and set-ups are averaging \$1.8million per month.</p>
Proposed Actions:	Increase the number of Investigators and Revenue Agents by 30%. Complete a policy option package.
Deliverables:	6 Investigators and 5 Revenue Agents.
Measurement:	30% increase in overpayment set-ups and collections.
Cost:	\$1,507,053



Initiative 2. d. i.

UI Taxes

Goal	2. Reduce the costs of unemployment to business and workers
Strategy	d. Improve accuracy of worker classification by employers to ensure proper coverage of employees for UI tax purposes. Mis-classification of workers leads to lose of UI benefits to employers and underpayment of UI taxes by employers.
Initiative	i. Continue employer outreach/education efforts and conducting joint audits with partner state agencies, eliminate barriers to sharing information with partner state agencies and develop new partnerships with federal agencies.
Division(s)	UI Division – Tax

Lead Person	Tom Byerley
Proposed Goal:	Reduce mis-classification of workers as independent contractors through education and compliance efforts.
Problem:	When workers are mis-classified as independent contractors they are not covered by UI and employers do not pay their fair share of UI taxes, increasing the tax burden on those employers who classify their workers correctly.
Proposed Actions:	Continue employer outreach/education efforts on the proper classification of workers. Continue performing joint audits with partner state agencies. Eliminate barriers to sharing information with partner state agencies and develop new partnerships with federal agencies.
Deliverables:	Improved visibility and content of the independent contractor website at: www.oregonindependentcontractors.com . Results of joint audits. Perceived barriers to information sharing between partner state agencies eliminated. New interagency agreements with federal agencies.
Measurement:	Measure number of internet “hits” on the website, increase this number by 10%. Complete at least one joint audit per month during the biennium. Survey partner state agencies to measure perception of barriers to information sharing. Identify three new federal agencies that would add value to our compliance efforts. Execute an interagency agreement with one of those agencies.
Cost:	The UI Division will use current staff for this initiative.

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Initiative 3.a. i.

Expand the Data Warehouse

Goal	3. Provide services in an effective and efficient manner
Strategy	a. Leverage tools and infrastructure that support organizational flexibility.
Initiative	i. Expand the data warehouse which puts information in a central location that can be accessed easily and used to enhance services to our customers.
Division(s)	IT and Various

Lead Person	Troy Rutten
Proposed Goal:	Move appropriate OED operational data from distributed data stores into the data warehouse to increase accessibility and the opportunity to combine data with UI and B&ES program data.
Problem:	Currently OED operational data, financial, hr, budget etc. data is not accessible to the program areas in a format that allows them to blend it with their program data.
Proposed Actions:	Identify data that would be useful to OED if it were stored in the data warehouse. Develop the warehouse schema and set up a routine process to import and manage the data sets.
Deliverables:	Analysis document that identifies the data sets that should be added to the data warehouse. Project plan and implementation plan to develop data structures, develop the Extract translate load process to continuously load the data into the warehouse. Training for staff using the data warehouse to meet their business needs.
Measurement:	TBD
Cost:	\$140,000 ISS LD staff to support setting up of reporting environment for use by business areas \$ 63,353 1 LD Business Systems Analyst to work with the business areas to define their data access requirements (<i>\$ pending review with fiscal</i>)

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Initiative 3. a. ii.

Document Management

Goal	3. Provide services in an effective and efficient manner
Strategy	a. Leverage tools and infrastructure that support organizational flexibility.
Initiative	ii. Expand document management into new areas of the organization, moving away from the management of paper forms into a more permanent and more easily searchable environment. (ITS)
Division(s)	IT and Various TBD

Lead Person	Troy Rutten
Proposed Goal:	Expand the use of document management system to improve business processes in Finance, HR, Facilities and IT
Problem:	Large numbers of paper files are still used in OED current business process
Proposed Actions:	Assess the business process, develop a plan and implement the plan to move to the enterprise electronic document management system.
Deliverables:	HR process defined developed and implemented Finance process defined developed and implemented Facilities process defined developed and implemented
Measurement:	Significant reduction in the physical storage needs for paper documents. Streamlined business processes
Cost:	TBD \$163,464 1 LD Project Manager to facilitate business and vendor activities for implementation of document management solution 1 LD \$135,475 ISS6 Document Management System administration to assist existing staff in the configuration of new business process implementation .5 - 1 LD \$63,353 Business Systems Analyst to work with business to define business processes for input and management of documents in the new system. <i>(Estimates pending review with Fiscal)</i>

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Initiative 3. a. iii.

UI Phone System into new business areas

Goal	3. Provide services in an effective and efficient manner
Strategy	a. Leverage tools and infrastructure that support organizational flexibility.
Initiative	iii. Increase the use of new UI phone system for more business areas (ITS)
Division(s)	UI and IT

Lead Person	Troy Rutten
Proposed Goal:	Improve the flexibility of the Benefits and Tax sections by expanding the use of CISCO phone system.
Problem:	UI calls are managed effectively at the UI call centers to insure customers receive the best possible service. Customers escalating issues or requiring contact with the over payment fraud or tax are managed through a limited phone system.
Proposed Actions:	Assess and implement required changes to the existing CISCO phone system to allow greater flexibility in the management of customer calls across all of UI and Tax.
Deliverables:	Ability to flex benefits staff at central office to manage statewide call for overpayment, fraud and adjudication. (Tom and Susan might have input here)
Measurement:	TBD
Cost:	Additional Hardware and software. Professional services for development, installation, configuration and testing of new scripts and hardware. Scope will be based on available funding

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Initiative 3. a. iv.

Electronic Employer Notices

Goal	3. Provide services in an effective and efficient manner
Strategy	a. Leverage tools and infrastructure that support organizational flexibility
Initiative	iv. Electronic employer notification
Division(s)	UI Division – Benefits

Lead Person	Tom Byerley
Proposed Goal:	Streamline employer exchange of separation information thus resulting in fewer overpayments.
Problem:	Oregon consistently fails to meet USDOL accepted level of performance for overpayment detection rate. One area of concern is undetected/unreported separation issues.
Proposed Actions:	<p>Apply for Supplemental Budget Request to obtain SIDES.</p> <p>Unemployment Insurance (UI) State Information Data Exchange System (SIDES), is a web based system that allows transmission of UI information requests from UI agencies to multi-state employers and/or Third Party Administrators (TPAs), as well as transmission of replies containing the requested information back to the UI agencies.</p> <p>Draft legislative concept to allow third parties to receive notification of claims filed.</p>
Deliverables:	SIDES
Measurement:	Benefit Accuracy Measurement data will show fewer errors due to unreported/misreported separation issues.
Cost:	<ul style="list-style-type: none"> • \$350,000. • New funding. The UI Division plans to apply for a Supplemental Budget Request to obtain SIDES. • 81,732 LDProject manager (<i>\$ to be reviewed with fiscal</i>)

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Initiative 3. a. v.
 Streamline UI Benefit Collections

Goal	3. Provide services in an effective and efficient manner
Strategy	a. Leverage tools and infrastructure that support organizational flexibility
Initiative	v. Streamline work process for UI benefits collections through automation
Division(s)	UI Division – Benefits

Lead Person	Tom Byerley
Proposed Goal:	Proposed Goal: To increase recoveries by the Collections Unit.
Problem:	<p>Due to length of recession and the number of individuals claiming benefits, the agency is setting-up record numbers of overpayments. We expect the numbers to increase throughout 2010. This creates a problem as the gap in set-ups to recovery continues to get wider. The current accounts receivable stands at \$39,120,881.82. During March 2010, with help from temporary employees and overtime, the Collections Unit recovered a record \$1,884,992.90. Overpayment set-ups were \$2,430,160.00. On average we are collecting a little over \$1million per month and set-ups are averaging \$1.8million per month.</p> <p>Much of what Revenue Agents do to recover overpayments requires an extraordinary amount of paper pushing and clerical work which takes away from the primary activities to generate revenue; mainly making or taking phone calls in order to set up payment plans.</p>
Proposed Actions:	Streamline collections processes. Hire a consultant to conduct a workflow study and implement recommendations.
Deliverables:	A report with recommendations for workflow process improvements in the Collections Unit.
Measurement:	Percentage increase in average recovery per Revenue Agent.
Cost:	<ul style="list-style-type: none"> • \$12,800 for the study. The cost may increase depending on the results of the study and depending on the implementation timeframe. • Base budget funds will be used for this project. • IT impact will not be known until we have the results of the study. • \$ 63,353 1 LD Business Systems Analyst (<i>\$ to be reviewed by fiscal</i>)

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Initiative 3. b. i.

Cross Training and Succession Planning

Goal	4. Provide services in an effective and efficient manner
Strategy	e. Create an environment for our staff to grow
Initiative	i. Increase cross-training between related business units and employee exchange programs and launch and implement a robust succession planning initiative.
Division(s)	All

Lead Person	Human Resources Manager
Proposed Goal:	TBD
Problem:	
Proposed Actions:	1.
Deliverables:	1.
Measurement:	
Cost:	

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Initiative 4. a. i.

Strategy	Be a leader in the development, use, and sharing of quality information.
Goal	Respond to the unique information needs of our customers and partners.
Initiative	Introduce a <i>Special Surveys Unit</i> within the Research Division’s Surveys Group.
Division(s)	Workforce and Economic Research

Lead Person	Graham Slater
Proposed Goal:	Respond quickly and flexibly to customer information requests requiring small and large special surveys.
Problem:	<p>In recent years, the Research Division has greatly increased its capacity to conduct special surveys, almost always by pulling staff away from their regular work duties and several different individuals have, at times, led the special survey work.</p> <p>We believe a better approach would be to have a dedicated “special surveys team”, consisting of 2-3 individuals, who would constantly be working on one or more special surveys.</p> <p>In many cases, these special surveys would be part of the Research Division’s “charge-able services”, with costs paid directly by the requesting customer. In other cases, the survey work would be paid for from Wagner-Peyser 7b or SEDAF funding sources.</p> <p>The <i>Special Surveys Unit</i> would also handle surveys currently contracted out to the State of Washington.</p>
Proposed Actions:	<ol style="list-style-type: none"> 1. The Research Division will develop a formal plan for a <i>Special Surveys Unit</i>, using existing positions and including the possible addition of temporary employees during peak survey periods. 2. Once approved, the Research Division will form the <i>Special Surveys Unit</i>, as one component of the broader Surveys Group which also handles Bureau of Labor Statistics and Bureau of Labor and Industries surveys.
Deliverables:	<ol style="list-style-type: none"> 1. The formal plan for a <i>Special Surveys Unit</i> will be developed by December 31, 2010. 2. The <i>Special Surveys Unit</i> will become reality on July 1, 2011 and become operational by October 1, 2011.
Measurement:	<p>The <i>Special Surveys Unit</i> will become operational. That is the primary deliverable of this initiative.</p> <p>The real benefit of this initiative is that the <i>Special Surveys Unit</i> will conduct ...</p>



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	special surveys ... which will benefit key customer groups such as elected officials, policy-makers, workforce boards, businesses, and others.
Cost:	<p>The <i>Special Surveys Unit</i> will consist of the following positions:</p> <ul style="list-style-type: none">✓ Research Analyst 4 – abolish vacant IS-6 position #3835; seek small additional position resource from other Division Administrators; fund from existing Division allocation of 7b. No new funds needed. No new positions needed.✓ Research Analyst 2 – transfer likely-unneeded CES RA-2 position #0390 to <i>Special Surveys Unit</i>; fund from existing Division section budget, by keeping contract funds in Oregon (instead of paying Washington) and from customer charges. No new funds needed. No new positions needed.<ul style="list-style-type: none">○ <i>(Note: in the event Congress rejects the President’s budget proposal to centralize the CES program, use one of the Research contact LD positions for the Special Surveys Unit in 2011-2013; request change into permanent position for 2013-2015 biennium. No new funds needed. No new positions needed in 2011-2013.)</i>✓ Administrative Support – use assistance from existing admin support positions or temporary employees. No new funds needed. No new positions needed.

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Initiative 4. a. ii.

Post Videos to explain hearings process

Goal	4. Be a leader in the development, use and sharing of quality information.
Strategy	a. Respond to the unique information needs of our customers and partners.
Initiative	ii. Post videos on-line which explain the hearings process for major contested case program areas.
Division(s)	Office of Administrative Hearings; Communications.
Proposed Goal:	Provide parties with information about the contested case hearings process in a format which is easy to understand and to access.
Problem:	Information about the contested case hearings process currently is provided in writing. Many hearing participants are not represented by counsel. Often they are confused about the process and are not prepared to fully participate at hearings because they have not read the information provided or because they have not understood it. This results in increased telephone calls to the office, delays, and an unwarranted process advantage for the state if the state is represented by a lay representative or an assistant attorney general.
Proposed Actions:	<ol style="list-style-type: none"> 1. Evaluate success of videos produced and posted in the previous biennium for the UI program. 2. Identify appropriate program areas for additional areas (for example, child support hearings, implied consent hearings, DHS hearings). 3. Produce videos for each identified program area. 4. Post videos on OAH website. 5. Develop mechanism to evaluate impact of videos, and conduct evaluation. 6. Revise videos to respond to evaluation results.
Deliverables:	A minimum of four videos posted on the OAH website, along with an evaluation tool.
Measurement:	<ol style="list-style-type: none"> 1. Evaluation results show a majority of persons accessing the videos find them helpful. 2. Change in number of telephone calls requesting basic information. 3. Increase in number of hearings which can proceed because participants are prepared. 4. Decrease in hearing time.
Cost:	Staff Time

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Initiative 4. b. i.

Mobile Applications & Social Media

Goal	4. Be a leader in the development, use, and sharing of quality information
Strategy	b. Leverage new and emerging technologies to improve our information delivery
Initiative	i. Evaluate and implement appropriate mobile applications and social networking media to provide customer information and services
Division(s)	ITS, B&ES, Research, UI, Communications

Lead Person	Tom Fuller
Proposed Goal:	<p>Research and create a long term strategy for mobile applications and develop appropriate application(s) within a reasonable time frame.</p> <p>Create and implement a plan on the agency use of social networking media and provide support for staff.</p>
Problem:	Technology and consumer demand for mobile applications and the use of social networking media has increased dramatically. The Department will need to address the issue and determine what, if any, applications should be developed for this environment and what strategies should be implemented for the use of social networking media.
Proposed Actions:	<p><u>Application Development</u></p> <ol style="list-style-type: none"> 1. Convene a cross divisional work team 2. Assess current state of the market and research what other state agencies and private companies have done to address this issue 3. Present findings to Executive Team 4. Create project plan for agreed upon application(s) 5. Implement development and launch <p><u>Social Networking Media</u></p> <ol style="list-style-type: none"> 1. Hire staff to support the effort 2. Research best practices and state guidelines 3. Develop an approach we can use now and in the future to evaluate use of social networking media. 4. Implement guidelines and staff assistance and oversight for use of social networking media



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Deliverables:	<ol style="list-style-type: none">1. Recommendation document2. Project Plan for application(s)3. Completed application(s)4. Social Networking staff hired5. Recommendation report written & implemented
Measurement:	Plans and projects completed on time
Cost:	Public Affairs Specialist 1 (Limited Duration through 2013 then determine if should be permanent)

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