

State of Nevada
Department of Employment, Training and Rehabilitation

EMPLOYMENT SECURITY DIVISION
STRATEGIC PLAN
Year 2003 to 2010

VISION

A workforce that meets the needs of the business community by providing effective employment, training, unemployment benefit payment and tax collection services for Nevadans.

MISSION STATEMENT

The mission of the Employment Security Division (ESD) is to provide a statewide labor exchange, conduct programs that promptly pay unemployment benefits, improve the employment stability of those collecting unemployment insurance and administer an effective tax system.

PHILOSOPHY

The Division's philosophy is to be open, accessible, and flexible in serving our customers. The Division will foster an atmosphere of cooperation and coordination among our programs, and will promote customer choice, assure quality service through a streamlined system which utilizes the latest electronic technology and eliminates delays and barriers to service.

The Division will foster a leadership philosophy which encourages timely responses to customer needs through delegation of authority, empowerment of staff and commitment of resources at a level closest to the people.

EXTERNAL/INTERNAL ASSESSMENT

There will be a natural increase in the number of job seekers and demand for qualified workers as a result of the state's population growth. The greatest growth will be in Clark County. Shifts in population growth will require a re-allocation of resources to ensure appropriate levels of service. Services will be increased through implementation of technological innovations and use of techniques such as case management, Internet access, and electronic and One-Stop services. National initiatives, such as Workforce Investment Act, reauthorization of welfare reforms, the Government Performance and Results Act (GPRA), the Rehabilitation Act and the implementation of the Ticket to Work program will influence levels of service. The continued emphasis on customer choice will result in refocusing services and priorities. Our primary focus will be to re-engineer processes and service techniques that address the rapidly increasing demand for services in the face of static or declining resources.

State Goal #1: Provide a tax structure that is equitable, stable, and keeps taxes and fees to a minimum.

DETR Goal #1: Maintain a tax structure within DETR that is equitable, stable, and provides prudent and efficient management of employer-paid funds.

ESD Goal #1: *Maintain a responsive, equitable, and stable tax structure at levels necessary for adequate financing of unemployment insurance benefits.*

Objective: Maintain adequate Unemployment Insurance (UI) Trust Fund levels while ensuring the lowest possible tax rates.

Outcome: *Ensure that Nevada annually satisfies the “solvency” requirement set forth in NRS 612.550 (7) through counter-cyclical financing and provides the lowest tax rate during economic downturns.*

Strategies:

1. Make recommendations to the Employment Security Council to ensure low UI tax rates which are equitable to employers and clients; and
2. Provide education to employers to minimize tax reporting errors.

State Goal #2: Develop incentives that encourage economic development.

DETR Goal #2: Maximize DETR’s resources to support and encourage economic development.

ESD Goal #2: *Provide division resources to support economic development.*

Objective: Provide ESD services in conjunction with economic development at the state and local level.

Outcomes:

1. *Meet or exceed employer satisfaction measures being established for the Workforce Investment system.*
2. *Use Career Enhancement Program (CEP) funding to attract or expand business opportunity in Nevada in response to requests from the Commission on Economic Development.*
3. *Baseline of number of employers requesting incumbent training. (CEP PI #3)*

4. Baseline of number of incumbent workers trained. (CEP PI #4)

Strategies:

1. Meet with state and local economic development groups and define areas of assistance;
2. Assign ESD staff to visit new companies and offer Division services;
3. Treat employers as the primary customer;
4. Utilize the Career Enhancement Program to provide funding for incumbent worker training;
5. Promote WOTC (Work Opportunity Tax Credit) by mailing notifications of the WOTC program to all registered employers at least annually;
6. Coordinate with Workforce Investment Act (WIA) partners through the One-Stop delivery system;
7. Obtain employers and job seekers testimonials for marketing; and
8. Assess skills and experience of job seekers to match employer needs.

State Goal #5: To provide meaningful incentives or rewards to state departments and employees to operate more efficiently.

DETR Goal #3: Encourage and recognize innovative solutions for improving customer service throughout the Department.

ESD Goal #3: Encourage and recognize innovative solutions for improving customer service.

Objective: Create a work environment within ESD that encourages innovation and improved performance.

Outcome: *In conjunction with DETR, create a Division reward system within budgetary limits, which recognizes exceptional performance and continuous improvement.*

Strategies:

1. Create an employee recognition panel to design and implement a rewards system;
2. Provide professional development training for employees;
3. Provide a work environment that encourages employee participation and continuous improvement;
4. Explore strategies to implement performance-based pay; and
5. Authorize innovative work schedules when quality and quantity of work and customer service are maintained or improved.

State Goal #6: Maintain lean but appropriate state staffing levels and provide state employees with a good working environment and a competitive wage.

DETR Goal #4: Provide good working conditions and continually evaluate staffing ratios relative to productivity.

ESD Goal #4: *Maintain adequate staffing levels needed to administer the Division's programs and provide a working environment conducive to enhanced employee morale and high performance.*

Objective: Maximize client services, utilizing technology, in order to satisfy customer needs.

Outcomes:

- 1. Increase the use of ESD Resource Centers by 10% over the preceding year;*
- 2. Increase the number of orders placed on "America's Job Bank" by Nevada employers by 10% over the preceding year;*
- 3. Implement the Adjudication Redesign that will automate the adjudication scheduling process by April 2004.*

Strategies:

1. Establish Resource Center usage baseline data;
2. Market Resource Centers to increase the use by our customers;
3. Train and certify local office staff and remote Resource Center operators to provide assistance that enables customers to efficiently use these facilities;
4. Market America's Job Bank to employers and emphasize the advantages of this system; and
5. Maximize use of technology to provide fast, efficient and convenient service to our customers.

State Goal #7: Maximize the use of the Internet and other technology to make government more accessible and more economical.

DETR Goal #5: Provide easy access to DETR services via Internet and other technology wherever possible.

ESD Goal #5: *Improve services to customers through the use of technology.*

Objective: Provide faster, more effective and efficient service to our customers.

Outcomes:

1. *Increase the use of technology by 10% over the previous year as measured by job orders placed, resumes posted, electronically filed UI claims and tax returns and hits on the DETR web page.*
2. *Reduce the telephonic initial claims average wait time to 12 minutes or less. (ESD PI #1)*
3. *First UI payment is made within 21 days 95 percent of the time. (ESD PI #2)*
4. *Fifty to seventy-five percent of employer contributions are collected by electronic funds transfer. (ESD PI #3)*

Strategies:

1. Promote usage of Resource Centers through the referral of UI claimants and job seekers;
2. Market the benefits of the DETR home page to ESD customers, both employers and job seekers;
3. Review the best practices of similar organizations in ten states and adopt those practices that will improve operations;

State Goal #8: Improve pupil achievement in elementary and secondary schools, and increase the number of students going on to higher education in Nevada.

DETR Goal #6: Provide students with mechanisms to receive guidance and services in order to promote transition from school to work and/or post-secondary education.

ESD Goal #6: *Provide career education opportunities for Nevada's youth.*

Objective: Utilize the Career Enhancement Program to sponsor outreach and training which leads Nevada's youth to explore new career opportuni

Outcome: *Provide education and training opportunities for a minimum of 200 youth per year.*

Strategies:

1. Partner with Nevada's Community Colleges to provide learning experience opportunities for students; and
2. Work with youth organizations to provide career exploration and education opportunities.

State Goal #9: Foster government services at the level closest to the people.

DETR Goal #7: Provide convenient, accessible and equitable services and opportunities to all customers.

ESD Goal #7: *Provide convenient, accessible and equitable services to all customers.*

Objective : Provide more convenient, accessible and equitable services to employers and job seeking customers.

Outcomes:

- 1. Increase the diversity of ESD staffing to reflect 90% parity with Nevada's labor force by 2005; and*
- 2. Extend non-traditional Resource Centers sites and increase usage by 10% over the previous year.*

Strategies:

1. Through WIA partnering opportunities, ESD will make services more accessible and convenient throughout the state;
2. Increase ESD services and resources that can be accessed by Internet, telephone, self-service locations and local offices;
3. Advertise employment opportunities in ethnic and minority media and neighborhoods; and
4. Provide diversity training to ESD staff. Do non-traditional marketing to diverse communities and promote ESD services and capabilities.

State Goal #11: Reduce the recidivism rate of prison inmates and reduce the incidence of juvenile violence.

DETR Goal #8: Encourage development of programs that support employment opportunities for youth and adults involved in Nevada's justice systems.

ESD Goal #8: *Support programs that assist inmates to re-enter the labor force.*

Objective: Provide Career Enhancement Program funding to assist inmates to prepare for employment after release.

Outcome: *Provide "job readiness" training for a minimum of 120 inmates per year.*

Strategy: Negotiate agreements to provide job skills and life skills training to inmates of Southern Nevada Women's Correctional Facility.

State Goal 13: Provide a social service system that enables, motivates, and rewards self-sufficiency.

DETR Goal #10: Provide a service system that enables, motivates and rewards self-sufficiency and independence.

ESD Goal #9: *Provide services that contribute to the self-sufficiency of Nevada's workers and encourage life-long learning.*

Objectives: Provide job referral and/or short-term skill training to customers who require these types of services.

Outcomes:

1. *Increase number and percentage of job seekers who obtain employment. (CEP PI #1)*
2. *Number of clients entering employment compared to the number program participants. (CEP PI #1)*
3. *Job seekers obtaining employment after being served by employment services. (ESD PI #4) (ESD PI #5)*

Strategies:

1. Establish production goals to measure program success;
2. Coordinate services with partners to leverage resources;
3. Actively promote informed career choice; and
4. Participate in planning activities to increase post secondary opportunities in high-skill occupations and target diverse populations.

State Goal #15: Develop an accessible, flexible, cost efficient and responsive government.

DETR Goal #11: Develop an accessible, flexible, cost efficient and responsive government.

ESD Goal #10: *Eliminate duplication of effort and services within the division and with partnering agencies.*

Objective: Ensure there is no overlap or duplication among programs, and ensure collaboration with key partners and continuous improvement in the Workforce Investment System.

Outcomes:

1. *Implement a common application as part of the One-Stop Operating System (OSOS) implementation by January 1, 2004; and*
2. *Customers satisfied with the service will be in the 85-90 percent range. (CEP PI #2)*

Strategies:

1. Use the Workforce Investment system to develop an objective, ongoing process for inventorying services and training provided by each program;
2. Develop a common vocabulary of terms for defining customers, service providers and employees;
3. Coordinate the inventory with local WIB's and service providers to assess effective process and identify duplication; and
4. Use the One-Stop Operating Systems (OSOS) as a baseline to integrate services and eliminate duplication.