
BOARD OF DIRECTORS' MEETING



**June 12 -13, 2018
St. Louis, MO**

2017-2018 Association Year Board of Directors

EXECUTIVE COMMITTEE

PRESIDENT

Renee Olson – Division Administrator (ESD)
Nevada Department of Employment Training and Rehabilitation

PRESIDENT-ELECT

Jon Pierpont – Executive Director
Utah Department of Workforce Services

PAST PRESIDENT

Dale Peinecke—Commissioner
Washington Employment Security Department

SECRETARY

Vacant

TREASURER

Kelly Schulz – Secretary
Maryland Department of Labor, Licensing & Regulation

REGIONAL DIRECTORS AND ALTERNATES

REGION I DIRECTOR

Jennifer James -- Undersecretary
Workforce Services
Massachusetts Executive Office of Labor and Workforce Development

REGION I ALTERNATE

Vacant

REGION II DIRECTOR

Vacant

REGION II ALTERNATE

Vacant

REGION III DIRECTOR

Ellen Marie Hess – Commissioner
Virginia Employment Commission

REGION III ALTERNATE

Vacant

REGION IV DIRECTOR

Fitzgerald Washington – Secretary
Alabama Department of Labor

REGION IV ALTERNATE

Burns Phillips – Commissioner
Tennessee Department of Labor & Workforce

REGION V DIRECTOR

Ray Allen – Secretary
Wisconsin Department of Workforce Development

REGION V ALTERNATE

Jeff Mays – Director
Illinois Department of Employment Security

REGION VI DIRECTOR

Larry Temple – Executive Director
Texas Workforce Commission

REGION VI ALTERNATE

Richard McPherson – Executive Director
Oklahoma Employment Security Commission

REGION VII DIRECTOR

Lana Gordon – Secretary
Kansas Department of Labor

REGION VII ALTERNATE

John Albin – Commissioner
Nebraska Department of Labor

REGION VIII DIRECTOR

Marcia Hultman – Secretary
South Dakota Department of Labor and Regulation

REGION VIII ALTERNATE

Galen Hollenbaugh – Commission
Montana Department of Labor and Industry

REGION IX DIRECTOR

Patrick Henning – Director
California Labor & Workforce Development

REGION IX ALTERNATE

Allicyn Tasaka – Executive Director
Hawaii Workforce Development Council

REGION X DIRECTOR

Roy Valdez – Deputy Director
Idaho Department of Labor

REGION X ALTERNATE

Kay Erickson – Director
Oregon Employment Department



BOARD OF DIRECTORS MEETING

June 12-13, 2018

Drury St. Louis at the Arch

St. Louis, MO

* Means there might be a vote

TUESDAY, JUNE 12, 2018

7:30 a.m. – 8:30 a.m. Breakfast Lobby

9:00 a.m. – 10:30 a.m. Topical discussion West Ballroom

10:30 a.m. – 10:45 a.m. Break

10:45 a.m. – 11:45 a.m. NASWA discussion West Ballroom

11:45 a.m. – 12:00 p.m. Break

12:00 p.m. – 1:30 p.m. Lunch Lobby

BOARD MEETING

1:30 p.m. – 3:00 p.m. Call to Order

Welcome, Introductions & Roll Call

- **Renee Olson**, NASWA President and Administrator, Employment Security Division of the Nevada Department of Employment, Training and Rehabilitation

*Approval of the Agenda **PAGE 3**

*Approval of the Consent Agenda

CONSENT AGENDA

Approval of Board of Directors Meeting Minutes – February 27, 2018 **PAGE 6**

COMMITTEE REPORTS

Administration & Finance **PAGE 12**

- Chair: **Kevin Carlson**, Director-Administrative Services, Nebraska Department of Labor

Employment & Training

- Chair: **Scott Eychner**, Deputy Commissioner, Montana Department of Labor & Industry

Equal Opportunity **PAGE 13**

- Chair: **Scott Jensen**, Director, Rhode Island Department of Labor and Training

Labor Market Information

- Chair: **Evelina Tainer Loescher**, Manager, Economic Information and Analysis, Illinois Department of Employment Security



Technology **PAGE 16**
 ➤ Chair: **Neil Adcox**, Assistant Executive Director and Chief Information Officer,
 South Carolina Department of Employment and Workforce

Unemployment Insurance **PAGE 19**
 ➤ Chair: **Michelle Beebe**, Senior Deputy Director, Unemployment Insurance,
 Michigan Talent Investment Agency

Unemployment Insurance Interstate Benefits Subcommittee..... **PAGE 27**
 ➤ Chair: **Renita Williams**, UI Director, Louisiana Workforce Commission

Veteran Affairs **PAGE 30**
 ➤ Chair: **Beth Townsend**, Executive Director, Iowa Workforce Development

PARTNERSHIP REPORT

National Labor Exchange **PAGE 49**
 ➤ **Scott Eychner**, NASWA NLX Board Director and Deputy Commissioner,
 Montana Department of Labor & Industry

BOARD REPORTS AND DISCUSSION

President’s Report (Renee Olson) (15 min)

Executive Director’s Report (Scott Sanders) (30 min)

- NASWA Update
- Upcoming meetings in 2018 and 2019..... **PAGE 54**

NASWA Financial update – consolidated results (15 min)

- NASWA FY 2018 Year-To-Date Financials..... **PAGE 55**
- **Kelly Schulz**, NASWA Treasurer and Secretary of the
 Maryland Department of Labor, Licensing and Regulation

Communications update (30 min)..... **PAGE 58**
 ➤ **Michelle Marshel**, Director of External Affairs

3:00 p.m. – 3:15 p.m. Break

3:15 p.m. – 5:00 p.m. Reconvene

NASWA Services (CESER) Update: Integrity Center, ITSC, SIDES and WITSC

- **Ellen Golombek**, Deputy Executive Director
 - Integrity Center (60 min) **PAGE 64**
 - ITSC (30 min)..... **PAGE 67**
 - SIDES (5 min)..... **PAGE 71**
 - WITSC (10 min)..... **PAGE 91**

5:00 p.m. Adjourn for the day

5:30 p.m. Dinner



WEDNESDAY, JUNE 13, 2018

7:30 a.m. – 8:30 a.m. Breakfast Lobby

BOARD MEETING

8:30 a.m. – 10:00 a.m. Call to Order West Ballroom

Legislative and Congressional update (90 min).....

- **John Colbert**, Capitol Hill Partners

10:00 a.m. – 10:15 a.m. Break

10:15 a.m. – 12:00 p.m. Reconvene West Ballroom

OLD BUSINESS

ICON Proposal* (30 min).....

- Scott Sanders**, Executive Director

Open Officer and Director Positions (10 min).....

- **Jon Pierpont**, NASWA President-Elect and Executive Director, Utah Department of Workforce Services

Awards Discussion (30 min)..... **PAGE 93**

Proposed Bylaw Changes* (15 min).....

NEW BUSINESS

Policy Papers: Veteran Affairs and Unemployment Insurance Committee* (10 min).....

Proposal to formalize Communications Workgroup into a Committee* (10 min)..... **PAGE 96**

Upcoming elections (5 min).....

OTHER NEW BUSINESS

Roundtable and Peer-to-Peer Exchange and Member Expectations

- **Renee Olson**, NASWA President and Administrator, Employment Security Division of the Nevada Department of Employment, Training and Rehabilitation

12:00 p.m. Adjourn



BOARD OF DIRECTORS MEETING
Washington, DC | February 27, 2018

Executive Committee

Renee Olson (NV), President
Dale Peinecke (WA), Past President
Odie Donald II (DC), Secretary
Kelly Schulz (MD), Treasurer

Region III

Ellen Marie Hess (VA), Region III Director

Region IV

Fitzgerald Washington (AL), Region IV Director

Region V

Jeff Mays (IL), Region V Alternate

Region VI

Richard McPherson (OK), Region VI Alternate

Region VII

Lana Gordon (KS), Region VII Director

Region VIII

Galen Hollenbaugh (MT), Region VIII Alternate

Region IX

Patrick Henning (CA), Region IX Director

Region X

Roy Valdez (ID), Region X Director

State Administrators/Staff

Rosalin Acosta (MA)
Courtney Arbour (TX)
Michelle Beebe (MI)
Jeffrey Brown (VA)
Celina Bussey (NM)
Kevin Carlson (NC)
Spencer Clark (MO)
Seth Connor (SC)
Dawn Dovre (SD)
William Dowling (CO)
Daryle Dudzinski (CT)
Tim Evans (GA)
Scott Eychner (MT)
Bryan Hicks (AR)
Mark Henry (MS)
Anna Hui (MO)
Mickey Hutto (AL)
Marla Lazere (AZ)
Bruce Madson (OH)
Mark Mayfield (ID)
Tom McCarty (TX)
Nate McDonald (UT) – *rep. Jon Pierpont*
Reagan Miller (TX)
Chris Slinkard (MO)
Melinda Smyser (ID)
Lockhart Taylor (NC)
Beth Townsend (IA)

NASWA Staff

Lou Ansaldi
Jim Cotter
Randy Gillespie
Pam Gerassimides
Ellen Golombek
Tim Griffith
Michelle Marshel
Emma Northcott
Scott Sanders
Julie Squire
Charlie Terrell
Jim Van Erden
Joe Vitale



Welcome and Introductions

Ms. Renee Olson, President (NV), welcomed the board members and guests to Washington, DC. She invited everyone to introduce themselves, and a quorum was established.

Approval of the Agenda

Ms. Olson asked for approval of the agenda in the Board Book. Ms. Kelly Schulz, Treasurer (MD), moved for the approval and Ms. Ellen Marie Hess (VA) seconded. The motion passed and the agenda was adopted.

Mr. Scott Sanders, NASWA Executive Director, proposed the consent agenda be approved after pulling out a report from the Employment & Training Committee. He reviewed the guiding policy document on apprenticeship, saying the committee plans to update language around pre-apprenticeship. The document will be brought to the board for approval at its June meeting. Ms. Schulz suggested the committee incorporate issues pertaining to higher education in addition to the items proposed by the White House. Following the discussion, the consent agenda was adopted.

Executive Director's Report

NASWA Update

Mr. Sanders began his report with a review of recent developments at NASWA, including his participation in a podcast about the public workforce system with Mr. Odie Donald II, Director of the DC Department of Employment Services and NASWA Board Secretary. He also gave highlights of NASWA's first all-staff meeting in January 2018, emphasizing the need to prepare NASWA for the future as the organization has grown to over 60 employees from 27 different states. To help manage this growth, Ms. Ellen Golombek recently stepped into the role of Deputy Executive Director.

NASWA's 2018 internal priorities include performance management, development of a skills catalog, improved communications, coordination of a technical services team, and launch of a new website. External priorities include budget targets, legislative priorities, strategic partnerships, deliverables through NASWA Services, a "Center for Promising Practices," and a "familiarization" packet. Mr. Sanders said with at least eighteen new governors after the 2018 elections, education and messaging about NASWA's role in the state workforce system will be critical.

NASWA events in this fiscal year have included committee meetings, the Workforce Summit, the Unemployment Insurance (UI) Conference, technical assistance projects, fraud trainings, and webinars with LinkedIn. Mr. Sanders said NASWA aims to formalize its

process for monitoring member satisfaction. Ms. Olson asked whether there had been any initial feedback about scheduling committee meetings around larger conferences. Mr. Sanders said he will be interested to see what happens for the meetings scheduled around the Veterans Conference in July. Mr. Donald and Ms. Olson mentioned the difficulty management-level staff and members from western states experience when traveling to meetings that start on Mondays.

Mr. Sanders reviewed a new legislative scorecard for the proposed Senate, House, and Administrative budgets and discussed NASWA's increased visibility on legislative matters. Requests for testimony, input, and participation with national partners and other organizations about Wagner-Peyser and the public workforce system's interactions with TANF helped generate this visibility. NASWA also played an integral role in getting the Reemployment Services and Eligibility Assessments (RESEA) into authorizing language. Forty-five states, DC, and Puerto Rico joined a call to talk through the bill with majority and minority leaders; states' participation in documenting return on investment will continue to be essential to outcomes-based funding.

In early 2017, the USDOL Office of Apprenticeship approached NASWA to create an apprenticeship microsite through the National Labor Exchange, and may request to officially launch the site with a signing ceremony with Secretary Acosta. Mr. Donald said many states are building their own microsites around apprenticeship, but this one might help clarify apprenticeship sponsors and standards. Ms. Celina Bussey (NM) expressed concern that national initiatives might erode the work states are already doing to incorporate apprenticeships within the workforce system. Mr. Sanders confirmed the apprenticeship microsite will pull in job content based on keywords, including postings from state job banks. He also announced Kara McKee, Special Assistant to the President for Domestic Policy Council, will be speaking at the Winter Policy Forum later and will solicit feedback on a variety of issues like apprenticeship, workforce training, adult education, paid leave, reemployment, and work requirements.

Mr. Sanders introduced a six-state pilot project with Amazon's Career Choice program, which will help program graduates connect with employers. Mr. Dale Peinecke, President Emeritus (WA), said this is a huge opportunity for states to engage with talented workers that have the potential to fill skills gaps. He also mentioned the opportunity states have to match seasonally unemployed people to seasonal jobs in Amazon fulfillment centers.

Upcoming Meetings in 2018

Mr. Sanders highlighted upcoming conferences, including the UI Interstate Benefits & Federal Programs Training, March 27-28 in Savannah, GA; the UI Integrity & SIDES Symposium, April 10-13 in Houston, TX; and the Veterans Conference, July 18-20 in Washington, DC.

New Opportunity: ICON

Mr. Sanders provided detail on a new opportunity related to the UI-ICON modernization strategy. The ICON pipeline of claims data and wage information must be integrated with the existing UI system, and is currently managed by the state of Maryland under a contract with Conduent that runs through 2020. Ideally, the strategy will involve designing open standards, leveraging technology evolution, building platform/product interoperability, leveraging related technologies, and more.

For NASWA to step into the Maryland's role of managing the vendor and providing project oversight, USDOL-ETA and Maryland would need to develop a cooperative agreement similar to those with ITSC and WITSC. NASWA would then develop a grant agreement between Maryland and CESER for the operation of ICON. The UI Interstate Benefits Subcommittee would provide input regarding ICON's functionality, as it does today. NASWA would establish an ICON team, leveraging current staff and either hiring or contracting other necessary personnel. Mr. Sanders emphasized the RFP process would need to begin as soon as possible if NASWA takes over the project.

Ms. Schulz provided additional background, stating Maryland uses five or six full-time UI employees to oversee the program and modernization. Maryland is in negotiations with USDOL to reach an agreement on MOU renewal. The current MOU expires March 14, 2018, though an interim MOU can be drafted. Maryland has already done a cost analysis on the administrative funding allocation. Mr. Patrick Henning (CA) wondered about the feasibility of negotiating to a higher funding level, and Mr. Sanders said he would not commit NASWA to anything until USDOL specified a dollar amount. Mr. Jeff Mays (IL) asked for clarification about NASWA's agreements with Maryland, to which Mr. Sanders responded that the grant requires a local partner.

Ms. Bussey asked what ability NASWA will have to create alternatives to a federal mandate based on state feedback. Ms. Schulz said some of the reasoning behind the recommendation to give NASWA oversight of the project was its capacity to leverage such feedback through its position as a membership association.

Mr. Sanders requested approval from the board to move forward with negotiations with USDOL and Maryland to change the administrative funding amount and transition the management role over to NASWA. Final approval on any decision will require a board vote at a later meeting. Ms. Olson said she would like discussion at the Executive Committee level regarding the results of the negotiations. The motion to proceed with negotiations was unanimously approved.

NASWA Financial Update

Ms. Schulz provided a consolidated report on the NASWA FY18 year-to-date financials, noting an increase in revenue and a decrease in expenses based on what was budgeted. There were no audit findings. She asked for approval of the NASWA, CESER, and Combined reports. Mr. Henning moved for approval and Mr. Peinecke seconded; the reports were adopted.

NASWA Services (CESER) Update: Integrity Center, ITSC, SIDES, and WITSC

Reviewing recent activity of the Integrity Center, Ms. Golombek pointed to site visits from UI subject matter experts, the Integrity Knowledge Exchange, the Suspicious Actor Repository (SAR), and the National Integrity Academy. Six states are currently participating in SAR, with thirteen states coming on board in Phase 2. Some action items related to multi-state cross-matching for UI claims will be brought to the board at its June meeting. There are 510 students currently enrolled across all certificates of the National Integrity Academy, and there will be a webinar on March 8, 2018.

ITSC continues to provide contractual advisory services to a consortia of states, as well as ad hoc services to other states. Services and projects of ITSC include:

- Workforce Connect – developing single sign-on, integrated registration portal, workforce dashboard, My Reemployment Plan, and WIOA partner-enabled case management;
- ICON Relay – conducting gap analysis and evaluating whether resources can be leveraged between ICON, SAR, and SIDES;
- SAR – defining requirements, designing and developing the application, and bringing the system into production; and
- Other ITSC training.

The search for a new ITSC Director is underway, with the goal of making an offer in mid-April. The ITSC Steering Committee must approve the new Director.

SIDES is working on an updated security assessment RFP, which will also include SAR. Five separate exchanges are available, with varying implementation for each among the states.

The WIOA Information Technology Support Center (WITSC) has identified the strategic areas of awareness-building, integrated service delivery, and technical assistance. An operational budget, work plans, and initial content for a Workforce Knowledge Exchange are in development. Future projects include researching integrated service delivery models, conducting assessments of states, and designing services and training.

Communications Update

Ms. Michelle Marshel, NASWA Director of External Affairs, reiterated the importance of developing a meeting strategy based on member feedback. She explained the restructured program and fees for affiliates, reviewed major events of 2017, and noted the Communications Workgroup now represents 75% of states. In 2018, NASWA aims to boost states' messaging at the national level while increasing communications integration and brand, developing a new website, and enhancing digital and social communications. Ms. Olson and Mr. Donald suggested podcasting as a digital communication platform NASWA might explore.

Old Business

Committee Chair, Vice-Chairs, and Technical Chairs

On behalf of Mr. Jon Pierpont, NASWA President-Elect (UT), Mr. Sanders updated the board on the committee chairs and vice-chairs. Mr. Richard McPherson (OK) volunteered for the open vice-chair position on the Employment & Training Committee. Mr. Sanders mentioned there are also openings for state members on the WITSC Steering Committee.

Awards

Mr. Nate McDonald (UT) presented areas of improvement within the NASWA awards process on behalf of Mr. Pierpont, which include increasing state participation and public recognition of what states are doing across the nation. He proposed shifting from a nominations process to a performance recognition process utilizing criteria already established for federal programs. NASWA would give awards to small, medium, and large states on a merit system based on WIOA performance reporting. Mr. McDonald said he believes this system would help narrow the scope and raise the notoriety of the main NASWA awards, while allowing committees to maintain their current awards.

Mr. Mark Henry (MS) said he thought objective criteria would improve the awards process. Several members expressed concern about the extent to which USDOL reporting measures capture program quality, but agreed the new process would simplify nominations and selection. Ms. Hess and Mr. McPherson emphasized the importance of highlighting innovative practices, which might not meet the performance criteria in early stages of implementation; Mr. McDonald said the committee and subcommittee awards could focus on such practices. Ms. Rosalin Acosta (MA) thought the changes presented an opportunity to better match the awards to NASWA's mission and legislative priorities.

Asked about the implementation timeline, Mr. McDonald said the NASWA committees will determine criteria and metrics, the board will most likely vote on changes at the Workforce Summit in September, and changes will be implemented for the 2019 Winter Policy Forum.

Proposed Bylaw Changes

Ms. Olson referred the board to minutes from the December 2017 meeting, noting an apparent contradiction in the bylaws regarding duties of the President. She instructed the board to send any proposed bylaw changes to the Executive Committee before their next meeting on March 14, 2018. The board and membership would vote on bylaw changes at the Workforce Summit in September.

Following the peer-to-peer exchange and roundtable discussion, Ms. Olson called for a motion to adjourn the NASWA Board of Directors meeting. Mr. McPherson moved and Mr. Galen Hollenbaugh (MT) seconded. The meeting was adjourned at 12:05 P.M.



INFORMATION UPDATE
ADMINISTRATION & FINANCE (A&F) COMMITTEE

Kevin Carlson (NC) Chair

Bryan Hicks (AR) Vice-Chair

BACKGROUND

The mission of the A&F Committee is to review and provide methods for the exchange of information among states about federal appropriations, resource justification, new state and federal regulations, federal audit and financial reporting systems and other finance related issues. The U.S. Department of Labor (USDOL) Employment and Training Administration (ETA), considers the A&F Committee a critical partner for information relating to financial reporting of discretionary grants.

UPDATE

The A&F Committee last met on March 1st and March 2nd in Washington DC. The next meeting of the Committee will be July 26th and 27th in Minneapolis MN.

At the February/March meeting the Committee had an update on NASWA and a Congressional Update & Political Outlook from Scott Sanders; an update on Indirect Cost Rate and Cost Allocations, from James Turkvant, USDOL Office of Cost Determinations; a virtual Report and Update on ETA activities from ETA Senior staff, and a UI Funding/RJM Update from staff from the OUI Division of Fiscal & Actuarial Services.

The Committee addressed a number of issue effecting states including: when funding allotments for FY 18 will be released once the final appropriation is passed by Congress, the outlook for FY 19 UI Base Allotments where as a result of reduced workloads there may be more than normal reductions in the funding provided to states, and challenges to the ETA 9130 reporting system which is based on a 15-year-old legacy reporting system that has had many updates and new reporting requirements.

The Committee continues to address a variety of program financial issues and will receive an update on the status of various ETA programs at its next meeting. Committee members have provided updated points of contact for submitting financial reports to ETA.

All states have completed the NASWA State Supplemental Funding Survey, and the annual report is in draft for review by the Committee and the annual report will be published shortly.

Planned Meetings of the A&F Committee include:

- **July 26 and 27, 2018 Minneapolis MN**
- **Fall 2018 TBD**

BOARD ACTION

No Board action is requested.



Information Update

EQUAL OPPORTUNITY COMMITTEE

Scott R. Jensen (RI), Chair

Jackie Turner (MS), Vice-Chair

Mission

The Equal Opportunity (EO) Committee's mission is to provide a forum for state workforce agency equal opportunity officers to discuss current EO issues, develop recommendations on how the workforce system can best meet regulatory compliance of its programs under federal law and regulations, and advise their state administrators as appropriate. As of May 30, 2018, the Committee has 49 members from 38 states.

Committee Update

I. Committee Meeting held March 29-30 in Savannah, Georgia

Twenty-five Committee members from 20 states plus the District of Columbia attended the in-person meeting on March 29-30. Highlights were:

- Committee State Roundtable and Discussion. Recurring themes included challenges with the non-discrimination plans (formerly methods of administration), preparing for potential political transitions after the 2018 elections, communicating to managers and others the challenges facing EO officers, language assistance plans and the upcoming required data elements of English proficiency and preferred language.
- A joint session with NASWA's NLx Steering Committee, featuring a presentation from an employer on how the company dealt with a personnel issue with a transgendered employee and a training session from the Equal Employment Opportunity Commission (EEOC) on preventing harassment in the workplace.
- Three state promising practices were shared:
 - Carolyn Parsons (UT) provided an overview of her agency's Equal Opportunity and Nondiscrimination Monitoring Guide.
 - Danielle Smith (MO) reviewed Missouri's process of gathering and analyzing data.

- Ernesto Magana (CA) discussed the process of creating California's Language Access Program.
- Discussion time with USDOL's Civil Rights Center's Office of Compliance and Policy Chief, Roger Ocampo.
- Committee business:
 - Subcommittees were determined and Chairs will serve two-year terms. All members of the Committee should select a subcommittee assignment.
 - Harris Award Subcommittee
Matt Weldon (RI), Co-Chair
Shirley Bray-Sledge (VA), Co-Chair
 - Policy and Best Practices Subcommittee
Carolyn Parsons (UT), Co-Chair
Ernesto Magana (CA), Co-Chair
 - Communication Subcommittee
Teresa Eckstein (WA), Chair



Joint NASWA Equal Opportunity Committee and National Labor Exchange Steering Committee meeting in Savannah, March 29, 2018.

II. Committee conference call held on May 3, 2018

Committee members and Equal Opportunity Directors from across the country joined a Committee call on May 3. Main points were:

- Update from Naomi Barry-Perez, USDOL Civil Rights Center Director
 - Roger Ocampo, CRC Chief of Compliance and Policy, has retired.
 - Questions from the Committee were discussed.
- Eric Villegas (OR) shared Oregon’s new language access plan.
- Subcommittee Updates
 - Communications: A SharePoint site has been created for committee discussion and collaboration. “How to” webinar was held on May 15.
 - Harris Award: Subcommittee is developing strategy for increased nominations.
 - Policy and Best Practices: Is updating the NASWA Equal Opportunity Handbook.

III. Upcoming Meeting

The next EO Committee meeting will be held on July 24-25 in Minneapolis, Minnesota. Registration and meeting information is available at: <https://www.naswa.org/meetings/?upcoming#300> (scroll to the EO Committee meeting).

BOARD ACTION AND FEEDBACK

No Board action is requested.

Board members and Administrators are encouraged to approve travel for their Equal Opportunity Committee members to the next meeting on July 24-25 in Minneapolis, Minnesota. Hotel reservations must be made by June 23 to secure the group rate. Equal Opportunity Directors who are not members of the committee are also welcome.



INFORMATION UPDATE

TECHNOLOGY COMMITTEE

Neil Adcox (SC), Chair

Tim Evans, (GA) Vice-Chair

MISSION

The mission of the Technology Committee is to provide strategic guidance to states so that they can improve workforce development outcomes by leveraging information technology. The Technology Committee will identify technology solutions for the administration of workforce programs, including the reemployment of current and former unemployment insurance claimants.

BACKGROUND

The Technology Committee held an organizational meeting on June 3, 2015, in Chicago, Illinois. The Committee members drafted a charter which was approved by the NASWA Board on June 5, 2015.

UPDATE

The Committee continues to be a valuable venue for State Technology Directors to share best practices and lead discussions on implementation of WIOA and Workforce/Employment Services Data Technology Systems. The Committee has been an invaluable resource for the WIOA IGO TA Grant that NASWA has been managing. The Committee has provided input on Task 1 which is an assessment of State Data Technology systems. The Committee has also provided valuable input to the formation of the recently created WIOA ITSC.

The Committee held its first meeting of 2018 jointly with the NLx Steering Committee in Orlando, Florida. The second meeting was held in Savannah, GA in March.

The role of the committee was top on the agenda because of the launch of WITSC and the continued need to align/coordinate both ITSC and WITSC along with the other niche NASWA technology services and products (NLx, SIDES, Integrity, Etc). The committee firmly believes that they are a valuable and needed committee as the only group that can provide top-level perspective, advocacy and education across the various NASWA technology services. This group believes that they are the conduit between the ITSC and WITSC while over-time being able to connect the workforce development system to external partners and provide a perspective on new and emerging technologies (Voice-integration, AI, Machine Learning, Block chain). The Committee discussed various work products/projects (short/long term) that if provided considerable NASWA staff time would provide significant ROI to SWA's and their respective technology teams.

More broadly, this committee is vital to being able to connect the work of NASWA technology services back to the SWA's. NASWA members sitting on the Technology Committee can/will demonstrate its value to the Board of Directors by providing input on ITSC/WITSC and leading in emerging technology

development. The committee will also lead on maintaining vital technology functions (disaster recovery, tech governance, procurement, cloud development, etc).

This committee will help in alignment of the various NASWA technology services. The Committee will look at the 2018 Association year as a year to grow involvement and support the various NASWA Technology initiatives. The Committee will continue to share best practices and look to be more involved with outside organizations to support the role of technology in the workforce system.

A recommendation to change the Charter of the Committee will be forthcoming and will solidify its role within the NASWA policy committee structure. The DRAFT new Charter is below along with notes from the discussion at the last Committee meeting.

Charter Discussion Notes: A goal of the charter is for the role of the committee to be clear and unduplicated with regard to the other NASWA services. Overlap among the mission and goals of the Technology Committee, UI ITSC, and WIOA ITSC is not necessarily a bad thing, as long as the work is non-duplicative. Several committee members suggested wording changes to make the committee goals technology-agnostic (not limited to either workforce or UI).

Charter for NASWA's Technology Committee June 5, 2015 - Updated: March 2018

Mission Statement: To provide strategic guidance to states so that they can improve workforce agency outcomes by leveraging current and future technology innovation. Provide the bridge across individual efforts and resources (ITSC, WITSC, NLx, Integrity, SIDES) to ensure comprehensive services and support to NASWA members. Provide guidance and promising practices for collaboration with internal and external partners.

Committee Goals:

- Partner with NASWA's WIOA Information Technology Support Center (WIOA ITSC) & Unemployment Insurance Information Technology Support Center (UI ITSC).
- Identify future trends within products and services to implement technology initiatives.
- Identify and share best practices in technology for management, tracking, reporting models, and policies.
- Identify and share best practices in procurement and vendor management, including but not limited to the sharing of resources across states.
- Develop model structures and policies for states to implement and operate effective workforce development information technology.
- Contribute to a NASWA repository which contains information and training materials related to workforce programs and technologies.
- Work collaboratively with NASWA's WIOA ITSC and UI ITSC to identify technology areas where additional concerted efforts can occur between the workforce development and unemployment insurance systems.
- Foster collaboration and communication among technology focused workforce agency staff.
- Identify and share successful state solutions, systems, and infrastructure obtained through federal funds.

~~**Committee Composition:** Serve as SME's to NASWA tech services included but not limited to; As many individuals who are interested. The Director for the NASWA WIOA ITSC and UI ITSC should attend all committee meetings. At least one member should be a member of NASWA's Employment and Training Committee and Unemployment Insurance Committee.~~

BOARD ACTION

Support the update of the NASWA Technology Committee Charter



NASWA Unemployment Insurance Committee

UNEMPLOYMENT INSURANCE (UI) COMMITTEE

Michelle Beebe (MI), Chair

Anna Hui (MO), Vice-Chair

MISSION

The mission of the Unemployment Insurance Committee is to provide state input on Unemployment Insurance (UI) policies, performance requirements, administrative financing, and ways to strengthen the state-federal UI system. The Committee strives for state consensus on issues and communicates state UI concerns to the NASWA Board of Directors and the U.S. Department of Labor (USDOL). As of May 29, 50 individuals from 40 states and the District of Columbia are represented on the Committee.

UPDATE

I. Summary of Committee meeting on April 13, 2018, in Houston, Texas

The Unemployment Insurance Committee met during the morning of Friday, April 13, 2018, following the NASWA UI Integrity and SIDES Symposium in Houston, Texas. Highlights of the meeting included discussion time with Lou Ansaldi, UI Information Technology Support Center (ITSC) Technical Director. Lou spoke with the group about recent ITSC activities and resources, especially in the area of UI IT modernization. A copy of his presentation, [ITSC Update: April 2018](#), is posted with the meeting materials on the NASWA website. Best practice sessions were held, including a panel discussion on how UI Directors can best work with their state legislatures and a presentation from Chris Slinkard (MO) on Missouri's positive experience with reorganization and cross-training. The Committee also spent time planning for the 2018 Workforce Summit and UI Directors' Conference.

- **Subcommittee Reports**

- **Interstate Benefits Subcommittee.** Katie Houghlin (KY), Vice-Chair of the UI Interstate Benefits Subcommittee gave an update on subcommittee activities. The presentation is available on the NASWA website in the UI Committee Minutes and Presentations page: [UI IB Subcommittee Update: April 2018](#)

A more thorough Board update from the Subcommittee follows this Committee report.

- **Policy Subcommittee.** David Gerstenfeld (OR), Chair of the Policy Subcommittee, presented a proposed BAM Policy Statement drafted by the Subcommittee. After brief discussion, the Committee approved forwarding the issue statement to the Board for approval.

II. Upcoming Meetings

- July 17-18, 2018: in-person meeting in Washington, DC
 - Members can attend first afternoon of Veterans Conference with no additional registration fee on July 18.
 - Registration is through the Veterans Conference site:
<http://www.naswa.org/meetings/Vets2018/?action=registration>
- September 18-21, 2018: in-person meeting along with UI Conference / Workforce Summit in Birmingham, Alabama.



III. Board Action Requested

The Unemployment Insurance Committee requests that the Board approve the attached issue brief on the ineffectiveness of the use of Benefit Accuracy Measure (BAM) statistics to measure UI program overpayments under the Improper Payments Elimination and Recovery Act of 2012.

USDOL SHOULD ADOPT ACCURATE IMPROPER BENEFIT PAYMENT MEASUREMENTS; CURRENT MEASUREMENT IS INEFFECTIVE



MAY 2018

OVERVIEW

The Unemployment Compensation (UC) program provides a vital safety net for unemployed workers, their families and communities. Making payments as accurately as possible preserves the integrity of the program and helps keep employer taxes, which fund the payment of UC benefits, as low as possible. Making accurate payments is made more difficult by the requirement to timely make payments to workers, eligibility being determined on a weekly basis, and the large number of people who rely on UC benefits – about 5.7 million in 2017¹, a time of historically low unemployment. Increasingly sophisticated fraud schemes add to these challenges.

Significantly, funding for states to administer the UC program is increasingly insufficient, impeding states' abilities to maintain and improve program integrity. According to the U.S. Department of Labor, it provided states 9% (\$243 million) less than is required to administer the UC program for the most recent funding year.²

While minimizing and measuring improper payments is important, the method the U.S. Department of Labor uses to measure improper payments is ineffective and misleading.

ISSUE STATEMENT

Recognizing the importance of wise stewardship of public funds, federal laws, including the Improper Payments Elimination and Recovery Act of 2012 (IPERIA), executive orders, and other actions, require that federal benefits, such as UC, be paid accurately. IPERIA requires programs, including UC, to have improper payment rates of less than 10%, but leaves to each program how to define and measure improper payments.

Though IPERIA was enacted in 2012, the U.S. Department of Labor is using a quality control tool designed and implemented in 1987 called the Benefit Accuracy Measure (BAM) to measure the accuracy of payments for IPERIA. BAM was not designed to measure improper payments this way and is an ineffective and inaccurate measure of UC benefit payment accuracy. The current approach to measuring improper payments through BAM ignores the inherent tension between the requirements to quickly make benefit payments, to continue making weekly payments until an adequate investigation has been done into potential eligibility issues, and to make accurate payments.

¹ The number of initial UC payments in 2017 according to the U.S. Department of Labor website.

<https://ows.doleta.gov/unemploy/5159report.asp>.

² https://wdr.doleta.gov/directives/attach/UIPL/UIPL_17-17.pdf

The U.S. Department of Labor should follow the practice of other federal benefit programs and measure the accuracy of payments based on the information available to the state UC program at the time the UC payment was required to be made. Not doing so, and continuing to use current BAM figures for IPERIA purposes, presents several problems. To have an accurate, equitable and appropriate measure, it is strongly recommended the following modifications be made to the UC program improper payment rate calculation:

- Determine whether payments were properly made based on information available at the time the payments were made.
- Provide confidence intervals with improper payment figures, showing the margin of error in these statistical estimates.
- Update the BAM sampling methodology as recommended by the Mathematica study.
- Remove work search error overpayments from consideration and address these errors separately.
- Until BAM sampling methodology can be updated, report improper payment rates only at a national, aggregate level.

ANALYSIS

BAM uses an inappropriate definition of “improper payment” for purposes of IPERIA

BAM considers a payment “improper” even if it was made properly based up on all information available at the time the payment was made. This approach ignores the requirement under the United States Constitution that states must make weekly benefit payments at the earliest point feasible after giving the unemployed individual and the employer an opportunity to be heard.³ This approach also ignores the limitations of evidence-gathering and data availability in the UC program and is inconsistent with the approach taken by other federal programs governed by IPERIA.

To avoid improper payments under the current BAM measurement, a state would have to wait until every week of benefits claimed by the worker had passed and all evidence about the worker’s conduct during those weeks when she claimed benefits has been found and weighed. The state’s waiting period to provide benefits would be months long to accommodate data lags associated with employer reporting of quarterly wage records and new hire data (to determine whether the person was working while attempting to collect UC benefits), lawsuits regarding wrongful termination or discrimination, or police investigations into unlawful conduct on the job. A state would have to interview and re-interview witnesses to account for changes in eyewitness testimony about what led to an individual being out of work, and it would have to examine the individual’s conduct every week to ensure that the individual was available and actively seeking full-time work before benefits were awarded.⁴ Doing all of this would violate the purpose of the UC benefit program, which is to provide a

³ See *California Department of Human Resources Development v. Java*, 402 U.S. 121, 133 (1971)(holding that states were required to pay unemployment insurance benefits at the earliest stage of unemployment that such payments were administratively feasible after giving both the worker and the employer an opportunity to be heard).

⁴ BAM is bound by U.S. Department of Labor Employment & Training Administration Handbook No. 395, which requires that “BAM investigators must exhaust all avenues in obtaining information.” As the 395 Handbook itself points out, the BAM requirement is in

temporary, quick-in-time social safety net to those who are temporarily out of work through no fault of their own,⁵ because a state would have to wait until the worker stopped claiming benefits in order to decide that the worker was truly eligible for every week of benefits. It is no wonder that states are constitutionally prohibited from taking such action.⁶

Despite BAM's standards to the contrary, states are not allowed to wait until every piece of evidence is gathered before deciding whether to pay UC benefits. Instead, states must contact the individual and the employer and then make benefit eligibility decisions based on the best information available at the time benefits are legally-required to be paid. The temporary wage replacement nature of UC benefits, and tenets of due process, require states to make benefit decisions even if employers do not give the state timely, accurate information when requested, if people provide the state inaccurate information or forget to provide information, and despite lags in getting data from other sources.⁷ States do not have the power to prevent these things from happening before benefits must be paid. Once a state begins paying someone weekly UC payments, it is required to continue making weekly payments, even if it gets information that raises questions about that person's eligibility for benefits, until an investigation is completed. Consequently, under the current BAM model, in order to satisfy constitutional due process requirements, states must live with high improper payment rates.

However, there is a no-cost solution. The U.S. Department of Labor should adopt the process of other IPERIA-compliant benefit programs and determine whether a UC benefit payment was proper based on the information that was available to a state at the time the payment was made. This would use the existing BAM framework, but would simply make the definition of "improper payment" consistent with approaches taken by other IPERIA covered programs. This is the process used by the Social Security Administration. This is particularly significant because the UC program is part of the Social Security Act. This same approach is used by the U.S. Department of Health and Human Services Administration of Children and Families to determine when child care and development fund payments are made properly, and the federal Office of Management and Budget holds that this process meets IPERIA requirements.⁸ Making this change in the UC program would only require a definition change and would not cost any money. It would make the measurement for UC more comparable to other programs, and is a more sensible approach to measuring what constitutes an improper payment.

direct contrast to the UC program's requirement that a state make a reasonable attempt to obtain information before making a payment.

⁵ See Title III and Title IX, Social Security Act of 1935.

⁶ BAM has a minimum of 60 days to determine if a payment is proper. The UC program is constitutionally-required to timely pay benefits. States have 21 days from when a claim is first filed to make the first UI benefit payment, and seven days thereafter to make payments for each subsequently claimed week.

⁷ See *Java*, 402 U.S. at 134 ("It would frustrate one of the [Social Security] Act's basic purposes – providing a "substitute" for wages – to permit an employer to ignore the initial interview or fail to assert and document a claimed defense, and then effectuate cessation of payments by asserting a defense to the claim by way of appeal. If the employer fails to present any evidence, he has in effect defaulted, and neither he nor the State can with justification complain if, on a *prima facie* showing, benefits are allowed. If the employer's defenses are not accepted and the claim is allowed, that also constitutes a determination that the benefits are "due.")

⁸ See *Child Care Improper Payments Data Collection Instructions*, Dp't Health & Human Servs. Admin. for Children & Families Office of Child Care, published August 31, 2015. Like UC benefit payments, child care development fund benefits provide temporary assistance – in that program to needy families to cover child care costs.

Despite that marked difference in both approach and time constraints, if the BAM investigation reveals information that shows that payment should not have been made, BAM must deem a payment improper even if it was made properly based on all information available at the time payment was made. This method of determining whether payment was made properly is problematic, because the UC staff making the original determination is limited to the information available at the time and is required to make a determination quickly. Other programs reporting improper payments under IPERIA take the more sensible approach of calling a payment improper if it should not have been made based on information available at the time the payment was made.

BAM does not have measures that satisfy the needs of IPERIA

The BAM program dates to 1987, well before IPERIA. BAM was designed as a quality control program “to assess the timeliness and accuracy of State administration of the UC program.” [20 CFR 602.1](#). NASWA supports the use of the BAM program as a tool to improve administration and integrity of the UC program. BAM was not, however, designed to meet the needs of IPERIA, and is an ineffective and inappropriate measure for IPERIA.

What is currently called the “improper payment rate” in BAM, and used for IPERIA reporting, has been repeatedly changed over the past several years, reflecting that BAM was not designed to provide the type of information IPERIA requires. The improper payment rate is one of many ways BAM assesses payment accuracy; other rates include the overpayment rate, underpayment rate, fraud rate, and operational rates. The U.S. Department of Labor does not always provide clear and consistent guidance on how the BAM program applies to the many complexities inherent in the UC program.

The current way of measuring the improper payment rate also considers as overpayments things that cannot be prevented. This includes when a state makes a decision that is correct based on information it has at the time, or based on believing one person’s version of events over another, but later there is a hearing that either reveals previously unknown information, or results in a different weighing of the credibility of witnesses. The currently used BAM improper payment rate is not an accurate or appropriate IPERIA measure.

Inclusion of work search errors in program performance unfairly impacts cross-state comparisons

Though federal guidelines require UC recipients to seek employment on a weekly basis to receive benefits, the specifics of how to apply that requirement are left up to states. This results in a wide variation of rules across states.

Analysis of BAM overpayments by cause for the fiscal year ending September 30, 2017, reveals that work search errors are either the largest or second largest cause of overpayments in most states, often overwhelmingly. When these overpayments are removed from consideration, these states’ overpayment rates tend to drop dramatically, often to well under the standards set forth by IPERIA guidelines. This would seem to suggest that the UC program at the state level, in many or most cases, apart from work search errors, is succeeding in making appropriate determinations on payment. This data strongly points to work search error issues as being the primary cause of improper payments, an issue that is and should be considered separately at the state and national level.

BAM improper payment rate is not a statistically sound measure for states

The U.S. Department of Labor commissioned a study of the BAM program by Mathematica Policy Research. The final findings published in 2014 found that the BAM approach provides a statistically sound improper payment rate figure from a national perspective, but does NOT do so for individual states.⁹ Despite this, the methodology has not been changed, the improper payment rate continues to be computed on a state by state basis, and the U.S. Department of Labor uses this inaccurate data to make determinations on states' performance. DOL publishes this information in a way that makes it appear to accurately reflect individual state performance even though the Mathematica study determined that the state level data is not based on sound statistics.

The improper payment rate relies on several assumptions and the statistical model it uses can artificially magnify a minor error and overestimate its impact. Part of the BAM mission is to “encourage more efficient administration of the UC program”. BAM will not propose system-wide UC changes to states for minor or infrequent errors detected through its investigations, yet, because of the current way these outliers are used in the calculations, they have more weight than they should when used in determining a state's improper payment rate.

The BAM rates are published without any indication of how reliable these statistical models are, making it easy for people to incorrectly assume these are concrete numbers rather than the statistical estimates they are, subject to various types of sampling and other errors. The Mathematica study showed that the BAM model is not statistically sound for looking at state level data, yet state level data is published as though they are meaningful, reliable figures. Even when looking at the national level aggregate data, the published figures do not give any indication of how accurate these statistical estimates are. At a minimum, when these statistical models are used, the reported numbers should include the confidence interval, giving an idea of what the margin of error is for these estimates. For policy makers and the public, knowing whether a reported improper payment rate of 10.5% has a margin of error of +/- .05%, or of +/- 5%, is important to know how what the published data means.

Recommendations

As a means of safeguarding public funds, it is important to ensure that the UC program pays benefits accurately. It is equally important, and a legal requirement as well as part of the inherent mission of the UC program, to ensure that benefits are paid timely. The current way of measuring improper payments at the state level is not an accurate depiction of the reliability of front-line UC determinations as it uses a tool that was not designed with IPERIA in mind. A more accurate way for state UC programs to be measured for compliance with IPERIA guidelines would include the following, relatively easy and inexpensive to adopt, steps:

- Determine whether payments were properly made based on information available at the time the payments were made.
- Provide confidence intervals with improper payment figures, showing the margin of error in these statistical estimates.

⁹ https://oui.doleta.gov/unemploy/bam/2013/BAM_MathematicaFinalReport.pdf, at page 9.

- Update the BAM sampling methodology as recommended by the Mathematica study.
- Remove work search error overpayments from consideration and address these errors separately.
- Until BAM sampling methodology can be updated, report improper payment rates only at a national, aggregate level.



INTERSTATE BENEFITS (IB) SUBCOMMITTEE

Renita Williams (LA), Chair

Katie Houghlin (KY), Vice-Chair

MISSION

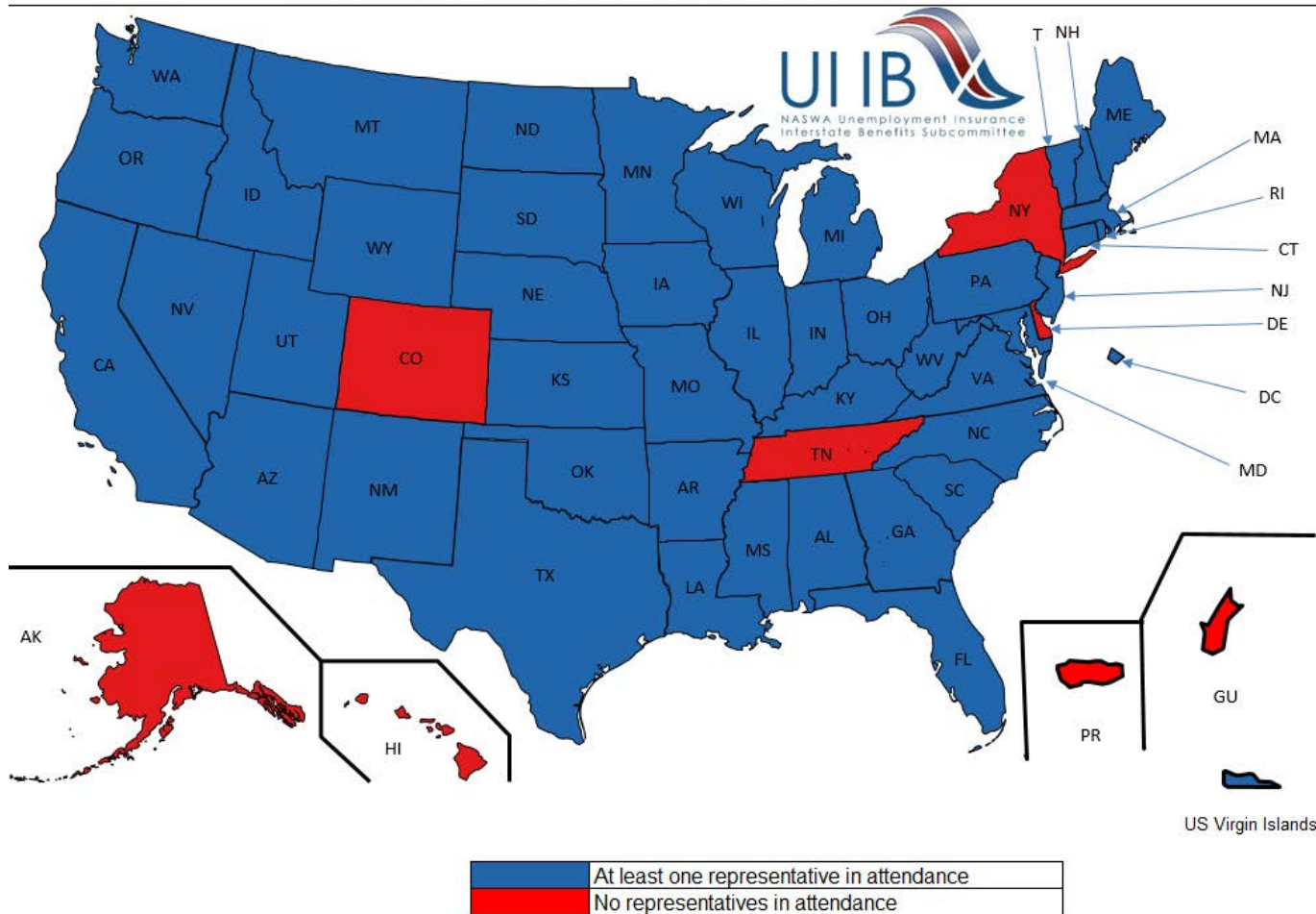
The mission of the Unemployment Insurance Interstate Benefits (IB) Subcommittee is to provide methods for the exchange of information among states and Canada to support Unemployment Compensation initial claims, benefit determinations, federal UI programs, and workforce security objectives.

UPDATE

I. 2018 National IB Training a Success

Forty-four states, the District of Columbia and the Virgin Islands were represented among the 139 participants at NASWA's biennial UI Interstate Benefits and Federal Programs Training in Savannah, Georgia this March.

State Representation at 2018 UI IB Training



The Subcommittee worked hard developing content for the training conference. Attendance increased by 22 individuals compared to the 2016 training. Evaluations were positive, with all but one respondent rating the training as “good” or “excellent” overall (the one respondent gave an “average” rating) and 98% reporting that the plenary sessions met their training needs. In addition to plenary sessions, workshops were held on a variety of topics including use of Interstate Connection Network (ICON) applications, recovering overpayments from other states under the Interstate Reciprocal Overpayment Recovery Arrangement (IRORA), intermediate issues with combined wage claims and more. Presentations and photos are on the NASWA website at: [2018 UI IB Training Website](#) Attending states will be receiving \$3,000 in their second quarter above-base distribution – no forms need to be submitted.



The Subcommittee presented two subcommittee awards during the training. Miryam Valenzuela (AZ), Co-Chair of the Subcommittee’s Policy and Training Workgroup and Regional Representative on the Subcommittee for NASWA Region IX, received this year’s Award of Excellence, which recognizes the individual who has most contributed to the subcommittee. The Award of Merit for Distinguished National Service is awarded to the individual who has most contributed to unemployment insurance interstate and federal programs nationally as determined by the Subcommittee. This year’s recipient was Doug Hopper (OH), longstanding Subcommittee member and Regional Representative on the subcommittee for NASWA Region V.



II. Subcommittee Business

The Subcommittee held a quarterly conference call on May 9, 2018. Currently, 37 individuals from 33 states serve on the IB Subcommittee. Ongoing main projects are:

1. Policy and Training Workgroup:
 - Along with Technology Workgroup, drafting business user guide for the new IB 14 Interstate Connection Network (ICON) application (request for reconsideration for monetary determination).
 - Developing DUA guidance.
 - Reviewing the Interstate Information Exchange Agreement (last update was in 2014).

2. Technology Workgroup:
 - Preparing UI IB Basics document.
 - Working, along with Policy and Training Workgroup, on the new business user guide for the new IB 14 application.

Disaster Unemployment Assistance (DUA) resource areas have been added to the UI Committee and UI IB Subcommittee resource areas on the NASWA website. The amended Subcommittee five-year vision document was approved and has been posted on the subcommittee page of the NASWA website.

Quarterly questions have been distributed to the IPCs in all states in order for the subcommittee to identify any challenges with interstate programs.

III. Upcoming meetings and calls

- July 17-18, 2018: in-person meeting in Washington, DC
 - Members can attend first afternoon of Veterans Conference with no additional registration fee on July 18.
 - Registration is through the Veterans Conference site:
<http://www.naswa.org/meetings/Vets2018/?action=registration>
- August 15, 2018 at 2:00 p.m. Eastern / 1:00 p.m. Central / noon Mountain / 11:00 a.m. Pacific: 3rd Quarterly Call.
- September 18-21, 2018: in-person meeting along with UI Conference / Workforce Summit in Birmingham, Alabama.



INFORMATION UPDATE

VETERANS AFFAIRS COMMITTEE

Beth Townsend (IA), Chair

Shirley Mabini (GU, Vice-Chair)

MISSION

To advise State Workforce Administrators on issues related to workforce programs for Veterans, primarily the Disabled Veterans Outreach Program (DVOP), the Local Veterans Employment Representative (LVER) program, Wagner-Peyser Act program, and Priority of Service for Veterans requirements for U.S. Department of Labor employment and training programs. The Committee provides a forum for state Veteran program leaders to discuss policy and procedure, share promising practices, and hear about pending legislation.

The U.S. Department of Labor Veterans Employment and Training Service (VETS) considers the NASWA Veterans Affairs Committee a primary partner in developing policy and procedures for the DVOP and LVER programs.

I. GOALS

The Veterans Affairs Committee has the following goals for the 2018 Association year:

- Continue sponsorship of the annual Veterans Conference.
- Advise state administrators on issues related to workforce programs for Veterans, primarily the Jobs for Veterans State Grant (JVSG), and respond to NASWA board direction on issues related to Veteran programming and service delivery.
- Conduct research on emerging issues, draft white papers and prepare policy recommendations for the Board's consideration.
- Provide a forum for the exchange of critical information for state leaders to discuss federal legislation, policy, funding allocation formulas, priority of service and other procedures affecting Veterans, Transitioning Service Members and eligible spouses.
- Serve as a technical assistance resource for the Board on Veterans policy, initiatives and programs.
- Maintain a close working relationship between NASWA and the U. S. Department of Labor (USDOL) Veterans Employment and Training Service (VETS) and Employment and Training Administration (ETA) for the development of policy and procedures for programs funded by the Jobs for Veterans Act or that are required to provide workforce services to Veterans. It is recommended that a senior management representative from VETS and ETA attend every Committee meeting to update the Committee on current Veteran affairs and solicit feedback from Committee members.

II. STATUS UPDATE

A. Critical Policy Updates:

1. The Legislative Subcommittee previously approved a set of policy recommendations for the Jobs for Veterans State Grant (JVSG): 1. Allow DVOPs to serve all veterans with disabilities, not just those connected to military service; 2. Allow each state to designate a state-specific Significant Barrier to Employment (SBE) that addresses its unique needs (such as older Veterans, Native American Veterans, etc.); and 3. Allow these concepts to be tested as pilot projects. States volunteering include Alabama, Connecticut, Illinois, Indiana, Iowa, Massachusetts, Texas, Washington and Wisconsin. These recommendations have been shared with USDOL VETS leadership, and discussed at several meetings. VETS has reportedly conducted a data analysis comparing Veterans with SBEs to non-SBE Veterans currently being served by Wagner Peyser and partner staff to determine if the proposed changes are warranted. Results of that analysis have not been provided to NASWA.

In addition, these recommendations were shared with several other entities, including the ACVETEO, the Veterans of Foreign Wars, the Paralyzed Veterans of America, The American Legion, Disabled American Veterans, AMVETS, The Wounded Warrior Project, and Student Veterans of America. Members of the committee have also provided the issue paper to Sam Pfister, a member of Illinois Governor Rauner's staff in DC, and Secretary Acosta.

ACVETEO incorporated the Subcommittee's recommendations into their 2017 Annual Report to Congress, including the following statement under "Barriers to Employment":

- VETS should undertake a thorough but expedient review of the current list and definitions of "Significant Barriers to Employment" (SBEs) governing the JVSG program to consider expanding SBEs and/or having additional target populations as defined by the Secretary.

USDOL VETS has stated they will not make any changes until a new Assistant Secretary (ASVET) is in place. John Lowry III was nominated to be the new ASVET on April 26, 2018, but the Senate has not yet taken action on that nomination.

B. Relationship Development:

1. NASWA staff continues to meet regularly with USDOL VETS leadership to create opportunities for closer working relationships, to share goals and information, and improve communication. Such sessions are mutually beneficial, and are scheduled regularly. Examples of how the partnership with USDOL VETS is producing results include:
 - Several members of VETS leadership staff attended the March Veterans Affairs Committee meeting in Washington DC, including Ivan Denton, Director, Grants and Transition; Maria Temiquel, Deputy Director, Grants and Transition; Heather Higgins, Chicago regional administrator; Timothy Crowley, Philadelphia regional administrator; Francheska Atchison, JVSG program lead, and Bradley Sickles, NVTI program lead from

the national office. They have made a commitment to have VETS staff in attendance at all committee meetings to provide guidance and updates, and have accepted an invitation to attend the next committee meeting on July 17 and 18.

- Several members of the committee, and NASWA staff, are participating in a pilot project to assess new e-learning and on-site training developed by the National Veterans Training Institute (NVTI). NVTI is under contract to USDOL VETS to provide training to all JVSG-funded staff within 18 months of hire, and afterwards as needed and/or mandated by VETS.
 - The Department of Veterans Affairs, Benefits Assistance Service, invited Lori Adams to a two-day in-depth and hands-on overview of the Transition Assistance Program (TAP) June 11-12, 2018. The event will cover all aspects of transition, from pre-separation counseling through the final TAP Capstone.
 - The Case Management Standard Operating Procedure (SOP) subcommittee has been developing a Career Planning Guide for use by all states. This guide will provide uniform guidance and agreed upon standards for DVOPs to follow when working with SBE Veterans. The group presented their draft proposal to USDOL VETS on January 10, 2018, and are waiting for feedback and possible next steps.
 - NASWA is partnering with the National Veterans Intermediary on community-based initiatives to better serve Veterans, their families and caregivers in the United States. The NVI is part of the Bob Woodruff Foundation.
 - Work with VETS to maintain current links for state resources map found on www.dol.gov/veterans and www.veterans.gov.
 - Lori Adams attended and presented information at the Chicago regional USDOL VETS meeting March 28 in Indianapolis. She has also been invited to the Atlanta regional USDOL VETS meeting September 12 in Asheville NC, and an upcoming meeting in the Philadelphia region.
 - NASWA's participation on the Advisory Committee on Veterans Employment, Training and Employer Outreach (ACVETEO) has been legislatively mandated. ACVETEO assesses employment and training needs of veterans and their integration into the workforce, determines the extent to which the USDOL programs and activities meet such needs, assists the Veterans Employment and Training Assistant Secretary in conducting outreach to employers, makes recommendations to the Secretary of Labor, and carries out other activities deemed important to making required reports and recommendations. NASWA's presence and influence within the Committee continues to be strong. Lori Adams is representing NASWA at ACVETEO meetings, and will participate in the Direct Services subcommittee in 2018.
2. In addition to regular email and telephone correspondence, NASWA staff meets quarterly with USDOL VETS executive leadership. Our next regularly scheduled meeting is Monday, June 25, 2018.
 3. NASWA staff continue to meet regularly with Veterans Service Organizations (VSOs) to share information, discuss areas of mutual interest, and develop partnership opportunities, such as microsites. Since the last board meeting, staff met with Iraq & Afghanistan Veterans of America. Staff continues to interact regularly with The American Legion, Disabled

American Veterans, AMVETS, Paralyzed Veterans of America, Student Veterans of America, and The Wounded Warrior Project.

B. Information Exchange:

The Veterans Affairs Committee holds quarterly conference calls to share “promising practices,” and to keep members updated between the in-person committee meetings. The last call was held April 4, 2018, and featured a presentation from Iowa on the E3 program – “Enlist, Educate, Employ.” The next quarterly call is scheduled for:

- **Wednesday, June 13:** Members will learn more about how to use Fiscal Note from Liam Sullivan and Kevin Naud, NASWA staff. There will also be updates and discussion on the upcoming Veterans conference.

Lori Adams shared information about NASWA’s Veterans activities at the Philadelphia Regional Veterans Training Academy in Baltimore May 15, 2018, which was attended by state and federal staff from the District of Columbia, Virginia, West Virginia, Maryland, Delaware and Pennsylvania. She is scheduled to give a similar presentation (via Zoom) June 13 to attendees at Washington State’s 2018 Veterans Education Summit, and will be a “speed mentor” at the Virginia Women’s Veterans Conference on June 14.

NASWA staff also facilitate information exchange between committee members by inviting committee members to submit questions for the full group when an individual member is trying to resolve an issue, develop a new idea, or improve services to Veterans in their state. Some requests received since the last board meeting include:

- Colorado asked what funds other states use to provide administration support as required in special provisions for DVETs;
- Connecticut requested information on initial triage processes;
- Guam requested information on “The Job Findah Network”;
- Virginia asked for information on how other states apply priority of service; and
- Wisconsin wanted to know which states utilize busses or mobile career centers.

The second committee meeting for the Association year was held March 1-2, 2018, in Washington DC, following the Winter Policy Forum. Featured agenda items included: DD214 upgrade clinics available in Washington DC; Amazon’s Military Initiative; Easter Seals Military Staffing Network; and updates from USDOL VETS leadership.

The final meeting for this Association year will be July 17-18, 2018, prior to the Veterans Conference in Washington DC. Agenda topics include: a presentation by Stan Kurtz on the Small Business Administration’s Veterans Business Outreach program; the Department of Defense’s USA4 Military Families program by Marcus Beauregard, a spotlight on LGBTQ resources in Oregon, an update on the Wounded Warrior Project by Derek Fronabarger, and updates from USDOL VETS leadership. The committee will also meet in two joint sessions with the NASWA UI and WLMI committees, to share information. See **Attachment A** for committee meeting agenda.

Twenty-three states currently participate in the Hilton Honors military program. Several states have requested more information about joining the program, including Indiana, Wisconsin, South

Dakota, South Carolina, North Carolina, Maryland and Alabama. A one-page infographic is updated monthly showing referral numbers and other demographics. See **Attachment B**.

In an effort to reduce costs, as well as the amount of paper generated for committee meetings, materials for the Veterans Committee meetings are shared electronically prior to the meeting. Members are able to view items on their tablet or laptop, or can print materials on their own.

C. Committee Membership:

The committee includes members from 49 states, Guam and the District of Columbia. Rhode Island is the newest member, joining since the last board meeting. Hawaii, the only state not represented, has been contacted and provided information about joining the committee. Due to staff resignations and retirements, new committee members are being sought to represent Arizona, Alaska and Mississippi. No contact has yet been made with Puerto Rico.



D. Veterans Conference:

Plans are nearly complete for the Fifth Annual NASWA Veterans Conference, July 18-20, 2018, at the Grand Hyatt Hotel in Washington DC. Two keynote speakers have been secured: Green Beret Commander Mark Nutsch, whose service is the subject of the new feature film, “12 Strong,” and Air National Guard Major MJ Hegar, the second woman in history to receive the Distinguished Flying Cross with Valor.

The agenda will include an employer panel with representatives from Rockwell Collins, Prudential, Amazon, Bechtel Corporation, Aetna, Comcast NBCUniversal, and Navy Federal Credit Union. Also featured will be plenary addresses by LinkedIn and Microsoft, along with 18 break-out sessions on topics ranging from Native American Veterans and military spouses, to transitioning to life after service and suicide prevention. Six states will be featured for their “Promising Practices.”

A new feature of the Veterans Conference will be the presentation of the Mark Sanders Award for Exceptional Service to Veterans, with an emphasis on Veterans with a Significant Barrier to Employment. This award was previously given at the NASWA Workforce Summit. See **Attachment C** for the draft agenda.

BOARD ACTION

Request review of the attached draft issue paper requesting revision of USDOL VETS’ criteria for Consolidated (DVOP/LVER) positions as defined in Veteran Program Letter (VPL) 02-16. This document has been shared with both the NASWA Veterans Affairs and Employment & Training committees, and all comments have been incorporated. If approved by the board, NASWA will work with USDOL VETS to try and implement the requested changes. See **Attachment D**.

Attachment D REVISING CONSOLIDATED DVOP/LVER POLICY

April 19, 2018



I. ISSUE STATEMENT

The Workforce Innovation and Opportunity Act (WIOA) supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA strongly encourages strategic coordination of core partners, including Veterans, and promotes alignment of all workforce programs to avoid duplication of services.

The current policy regarding consolidating DVOP and LVER positions inhibits that type of alignment and actually encourages inefficiency and duplication of service. It also puts Veterans at risk of losing out on beneficial services to help them secure training and employment opportunities.

Existing USDOL VETS policy does not encourage widespread use of consolidated positions. Veteran's Program Letter (VPL) 02-16 states they should be used only "sparingly," and only to "allow states flexibility to provide appropriate employment services for Veterans and employer support in areas currently underserved or where the assignment of only full-time DVOP specialists and full-time LVER staff would be impractical."

The following example would certainly seem impractical, and is only one of many such possibilities in Montana, a state that covers 147,040 square miles, and currently has only DVOPs funded by JVSG.

A DVOP based in Billings, Montana, wanting to meet with a disabled Veteran in Medicine Lake, Montana (the closest available DVOP) would drive a total of 662 miles roundtrip, spending a total of 10 hours in the car. Because DVOPs do not work with employers, the closest available business services rep in Miles City, Montana, would have to make the same trip to call on employers in Medicine Lake to promote the benefits of hiring Veterans, driving a total of 376 miles, or six hours roundtrip. In this situation, a consolidated position would be able to meet with both SBE Veterans and local employers, saving everyone time and money.

A similar situation exists in Washington State, which has both DVOPs and LVERs. See the following request submitted in their FY16 Annual Modification:

"...The state can no longer effectively provide an acceptable level of outreach and promotion of veteran hiring to employers in rural areas where many of our state's veterans reside. Currently, these areas are being served by regionalized LVERs who are assigned catchment areas as large as 15,000 square miles. This creates a situation where LVERs are sometimes forced to drive more than half of their duty day in order to serve rural communities where DVOPs are already assigned. Aside from being an inefficient use of our LVERs' time, this creates the potential for driving in hazardous conditions, especially in Eastern Washington, where weather can be very temperamental in the winter months."

An opposite problem exists in Vermont, which has only one business services representative (non LVER) for the entire state. Consolidated positions would allow Vermont to improve outreach to employers, and promote Veteran hiring.

The suggested 10 percent consolidated position restriction places several states in a situation where it is infeasible to take advantage of this important opportunity. As such, many of our nation's most rural areas, which often suffer from a lack of Veteran services and resources, are further disadvantaged by not having a representative to advocate on their behalf to employers in their local community. Meanwhile, because Veteran populations may be small in these states, these offices might struggle with maximizing the time and abilities of a full-time DVOP. The assignment of a consolidated position, who can serve veterans with significant barriers, and advocate for them with local businesses, is the solution.

Additionally, while VPL 02-16 says states "will likely not exceed 10 percent," and USDOL VETS has said that figure has some flexibility, not all DVETs interpret it as such. At least one has refused to approve any requests that exceed 10%.

Attachment D

States have already been given authority to determine their need for DVOPs and LVERs, and to make conversions, based on the needs of the populations being served.¹ This process provides states the necessary flexibility to respond to changes in local economies, and to provide the best possible services to veteran job seekers and employers alike. Under the same rationale, this authority and process should be extended to consolidated positions. States are in the best position to understand their job seeker and business populations, and to understand and react to the needs of both.

Removing the suggested 10 percent consolidated position restriction and requirement to submit a modification does not meet the need of many states and places unnecessary restrictions that impact meeting the stated intent of the VOW Act. Our rural area Veterans deserve the same level of services that are afforded those in the large population centers.

II. OPTIONS OR RECOMMENDATIONS

The NASWA Veterans' Committee has discussed the limited use of Consolidated DVOP/LVER positions at recent committee meetings in Portland, Maine, and Washington DC. While some states have been able to successfully implement the use of these positions, most have not. The attached map (Attachment A) clearly shows that the vast majority of rural, less populous, states do not have these positions. It is not for a lack of interest, but rather an inability to align their state's funding, population, and staffing policies with VPL 02-16.

A small workgroup was formed to examine these issues, and formulate recommendations for USDOL VETS' consideration. They recognize it is almost impossible to effectively apply a single distribution formula that fits all states' needs, as each state is very unique in its geographic makeup. While many rural states may fall into the 10 percent exception category, others will have more than 10 positions and may have one or more large cities, but vast areas of rural population. For example, a state with 15 total FTEs would receive only one or two consolidated positions, making it impractical to create a new HR classification, training and processes. No criteria currently exists to aid a state in assessing which rural area would be most in need, and therefore, would receive a consolidated position. A state like Montana, in the earlier example, could potentially benefit from all consolidated positions, which is not allowed by current policy.

Based upon such discussions, survey results, and workgroup review, the committee agreed upon the following recommendations.

1. The NASWA Veterans Affairs committee recommends allowing the states to evaluate and determine appropriate levels of consolidated positions needed to serve their specific population areas, in the manner that is done with DVOPs and LVERs as detailed in VPL 04-18, para VI, item F.

Please note: This request is not for additional resources or personnel at this time. If these recommendations are approved, states would work within existing allocations.

In conclusion, the committee believes allowing states flexibility to designate efficient usage of JVSG resources by offering increased staffing flexibility will ensure JSVG resources continue to be used for the intended purpose – serving eligible Veterans, Transitioning Service Members and Eligible Spouses, and promoting these individuals to employers as exceptional employees. Having this flexibility would also allow each state to be responsive and adaptive to changes in their local economies. Each state will determine what, if any, impact these enhancements would have on their existing and projected future financial resources and collective bargaining agreements, and would continue to follow stated priorities of service.

III. BACKGROUND

In accordance with 38 U.S.C. 4102A(b) (5-7) and 4102A(c), the USDOL Assistant Secretary for Veterans' Employment and Training (ASVET) makes grant funds available to each state to support Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVER), monitors and supervises the distribution and use of those funds, and monitors the performance of the Jobs for Veterans State (JVSG) grant recipients.

¹ Grant Officer's Memorandum 03-16, March 31, 2016

Attachment D

Under the same title, in order to receive funding, states are required to submit an application for a grant that contains a narrative plan, referred to as the state plan, which describes how the state intends to provide employment, training and job placement services to Veterans and eligible persons under the JVSG.

In accordance with the VOW to Hire Heroes Act of 2011 (PL 112-56), Title II, Section 241(c) and Veterans Program Letter (VPL) 02-16, the Governor of a state must determine, and the US Secretary of Labor must concur that “such consolidation (A) promotes a more efficient administration of services to Veterans with a particular emphasis on services to disabled Veterans; and (B) does not hinder the provision of services to Veterans and employers.” The guidance further states that such positions should be used “sparingly” and “only to allow states flexibility to provide appropriate employment services for Veterans and employer support in areas currently underserved or where the assignment of only full-time DVOP specialists and full-time LVER staff would be impractical.”

The VPL further establishes the following guidelines for states that require consolidated positions in order to serve the veterans in their rural areas:

- Each consolidated position must equal one full-time equivalent (FTE);
- All training for both DVOP and LVER positions must be successfully completed through NVTI, within 18 months of assignment;
- A narrative must be submitted explaining how the consolidated position promotes a more efficient administration of services to veterans and does not hinder the provision of services to veterans and employers, and;
- Updates must be made to the VETS 501 and must be approved by the Grant Officer.

In addition to submission procedures, the VPL further directs that consolidated positions “should be the exception and, therefore, will likely not exceed 10 percent of the total JVSG funded staff (DVOP specialist and LVER staff FTE positions plus any consolidated DVOP/LVER staff already approved) in a state unless the request is from a state with fewer than 10 approved JVSG FTE staff.”

IV. IMPLEMENTATION

The NASWA Veterans Affairs Committee offers the above recommendation to the NASWA Legislative Affairs Committee for its consideration, and submission to the NASWA Board of Directors. The proposed policy changes impact the operations and effectiveness of USDOL VETS-funded Jobs for Veterans State Grants (JVSG) activities, as well as broader One Stop operations. If approved by the NASWA Board of Directors, this request will be presented to USDOL Veterans Employment and Training Service (VETS) leadership for consideration. Granting this request would better **prepare** Veterans, Transitioning Service Members and their eligible spouses, for meaningful careers, **provide** them with employment resources and expertise, **protect** their employment rights and **promote** their employment opportunities.

If approved by USDOL VETS, any guidance would have to be issued via a Veterans Program Letter (VPL). The timeline for implementation would be based on when that document would go through the required clearance, and then communicated to USDOL VETS regional and state staff, state agency leadership, staff and partner agencies. Persons hired for consolidated positions would be required to attend NVTI training already developed for DVOP and LVER responsibilities within 18 months of hire.² See Attachment B for a sample job description currently in use in the state of Washington.

V. COMMUNICATION

If approved by the NASWA Board of Directors, this proposal will be presented to USDOL Veterans Employment & Training Service leadership for consideration. If they concur, USDOL VETS will issue guidance via an updated VPL through their normal communication protocol. NASWA will forward any information received by USDOL VETS to members of the NASWA Veterans Affairs and the Employment and Training committees for dissemination to state workforce agency and partner staff for implementation in American Job Centers and affiliate sites where Veterans,

² VPL 05-18 Attachments 1 and 2: https://www.dol.gov/vets/VMS/VPLs/NVTI_JVSG_Required_Training_Courses_180126.pdf and https://www.dol.gov/vets/VMS/VPLs/NVTI_JVSG_Required_Training_Completion_Guide_180126.pdf

**Attachment D
Attachment B**



**Washington General Service (WGS)
POSITION DESCRIPTION FORM (PDF)**

1. Position Action (Check the box that applies) <input type="checkbox"/> Establish <input type="checkbox"/> Reallocate <input type="checkbox"/> Update		2. Position Staffing Status <input type="checkbox"/> Open <input type="checkbox"/> Filled		3. Date Last Reviewed (If Established Position)		4. Position #		
5. Current Class Title WorkSource Specialist 5			6. Proposed Class Title			7. Working Title Consolidated Veteran Services Representative		
8. Bilingual Pay <input type="checkbox"/> Dual Language (Full-Time) <input type="checkbox"/> Dual Language (Occasional)		9. Position Type WFSE		10. Pay Scale Area Classified General Services		11. Salary Range 50		
12. Incumbent's Name (If Filled)			13. Division and Unit			14. Location Code		
15. Complete Address Where Position Is Located (street, city, zip code)								
16. Personnel Sub Area		17. Position Group		18. Position Work Schedule <input type="checkbox"/> Part-time (Hourly) <input type="checkbox"/> Full-time (Monthly)		19. Overtime Eligible <input type="checkbox"/> Yes <input type="checkbox"/> No		
20. Supervisor's Position #			21. Supervisor's Name			22. Supervisor's Phone #		

In-Training Plan

YES If yes, plan must be attached.

NO

Position Objective

23. Briefly describe what the position is required to accomplish, its purpose, and how it supports the mission of the organization.

Vision: The right job for each person, every time.

Mission: We partner to connect employers and job seekers -- supporting transitions to new jobs and empowering careers.

This Consolidated Veteran Services Representative (CVSR) position works with WorkSource partner programs and external veteran advocates, to promote veterans as job seekers who can offer highly marketable skills and experience. They also assist job ready veterans and employers to establish connections that result, whenever possible, in good paying employment with benefits and career pathways. This work often involves partnering with the VA Vocational Rehabilitation Program (VR&E), WIA supported education and training programs, the Washington Department of Veterans Affairs, local continuing education entities, Business Services Teams and other WorkSource partners, local Veteran Service Organizations (VSOs), local business organizations, professional organizations, and apprenticeship programs.

This CVSR position provides intensive case management services to veterans and eligible spouses with barriers that prevent them entering into and retaining employment. These barriers may include: disabilities, lack of educational achievement and/or vocational credentialing, and homelessness. In conjunction with other service providers, this position establishes career plans and strategies to overcome barriers for veterans, especially veterans with special employment and training needs. To achieve this, CVSRs partner with the VA Vocational Rehabilitation Program, Workforce Investment Act Employment Transition Coaches, and Veteran Service Organizations. They are responsible for outreach to veterans in addition to serving veterans who come into WorkSource offices, and collaborate and advocate with community and internal partners to leverage referral services and resources to assist veterans in overcoming barriers to employment.

Supervisory / Lead Worker Responsibilities

24. Check the boxes that apply to this position.

Is this a lead position? Yes No

Is this a supervisory position? Yes No

Assigns Work Instructs and Checks the Work of Others Evaluates Corrects

* Disciplines * Hires * Terminates (*Has the authority to effectively recommend these actions.)

If **supervisory**, list each direct report by job classification.

Add any additional information that clarifies this position's lead or supervisory responsibilities.

Working Conditions in Order to Perform the Essential Functions of the Job

If any of these working conditions are essential functions, they should also be listed in #27 and bolded.

25. Describe the following working conditions:

Work Setting, including hazards: Work is performed almost exclusively (95%) in an indoor office environment; cubicle environment. Frequent interruptions; deadline driven. While in the office, incumbent does not come into contact with any hazardous substances other than standard surface cleaners and adhesives.

Schedule: Incumbent is expected to schedule own time within a standard 40-hour work week; work hours are typically 8 a.m. to 5 p.m. Monday – Friday; allowance for flexible time and/or occasional evening/weekend work.

Travel Requirements: Occasional to moderate travel.

Tools / Equipment/Personal Protective Equipment: Includes office furniture and equipment, such as desks, files, cabinets, computer, computer software/databases, telephone, calculator, fax, printer, scanner, copier and projector; state vehicle/motor pool or other vehicle when necessary. Incumbents are likely to spend 75% or more time using a personal computer.

Customer Environment: Incumbent has regular, daily contact with customers from diverse socio-economic, educational, and cultural backgrounds with a broad range of behavioral characteristics, which may include being discouraged, angry or distraught and experiencing significant crises. Incumbent has regular contact with customers, including WorkSource partners, community support services, businesses and business organizations, labor groups, public officials, agency management, and others.

Multiple Duty Sites:

Position Characteristics

26. Check the boxes that best describe the following position characteristics.

How often does the position handle sensitive or confidential information?

- Rarely or never Occasionally Regularly

In general, what level of independence and decision-making authority does this position have?

- Follows set procedures and well-defined instructions. May independently choose, from the approved options, the best work methods and ways to solve problems.
- Follows broad policies, guidelines, and accepted practices. Uses independent judgment to assess needs, solve problems, and plan and complete work.
- Within the scope of operational goals and plans, develops objectives and procedures for a program or area of responsibility. Has authority to make independent decisions on most issues.
- Develops strategic direction, goals, plans, and priorities for an area of responsibility. Has authority to make independent decisions on significant matters and to solve complex problems.

What level of personal contact does the position have in accomplishing work?

- Little contact with others. Contact is mainly to give or get routine information or documents.
- Some contact with others, including customers. Contact is mainly to give or get an explanation of information.
- Regular contact with others, including customers and professional-level staff. Contact is mainly to advise others or resolve issues.
- Regular contact with others, including customers, professional-level staff, and senior management. Contact is mainly to discuss policies, programs, or areas of expertise.
- Frequent contact with others in high-level positions. Contact is mainly to make decisions about issues of significant scope and impact. Contact often involves several areas within the organization or representatives of the community, other government organizations, business leaders, or the media.

In general, what level of supervision does this position receive?

- Direct. Most work is reviewed in progress and upon completion.
- General. Completed work is periodically reviewed.
- Minimal. Outcomes are reviewed as needed.
- Other:

Assigned Work Activities (Duties and Tasks)

27. List in order of importance the duties of the position, the percentage of time assigned to each duty, the tasks associated with each duty, and any work products of each duty. Describe what must be accomplished, not how it must be done. The percentages must add up to 100%.

Essential functions must be in bold face type. NOTE – Not all work activities are essential functions. They might be if any or all of the following criteria is met:

- **Does the position exist to perform the function?**
- **Are there a limited number of other employees available to perform the function?**
- **Is the function highly specialized and the person is hired for special expertise or ability to perform it?**
- **Is there a serious consequence if the function is not performed?**

% of time	Description of Duty (starting with the most important)	Key Work Products
15	<p><u>Develop and maintain relationships with businesses, partners and other service providers.</u></p> <p><i>Typical tasks include:</i></p> <p>Collaborate with WorkSource partners regarding enrollments, program guidelines, and training recommendations; negotiate and confirm customer eligibility.</p> <p>Attend community meetings and events related to veteran employment; represent WorkSource services to veterans; communicate and work closely with internal and external partners; be responsive to requests to participate and be proactive in bringing the benefits of hiring veterans and veteran employment needs to light.</p> <p>Collaborate with Business Team staff for outreach and marketing efforts to emphasize veterans.</p> <p>Coordinate resources with partners; communicate and promote agency and partner programs and services to encourage maximum utilization of available employer hiring incentives.</p> <p>Advocate for Priority of Service for veterans within WorkSource; communicate and collaborate with WIOA, Trade Adjustment Assistance, and other internal program staff to identify opportunities to ensure veterans can receive the priority required by federal law and local policies. Present training to staff partners on the Priority of Service. Contact potential employers, especially federal contractors, to identify business needs and determine desirable job opportunities for veterans in caseload; conduct needs assessment of businesses; selectively conduct job development to promote the hiring of program participants develop and monitor on-the-job training, or apprenticeship.</p> <p>Outreach to community veterans'- oriented agencies and other organizations that may serve the veteran population to explain services offered by ESD and identify and gather information about specific veterans in need of services.</p> <p>Collaborate with businesses and organizations to promote and develop credentialing and licensing opportunities for veterans.</p> <p>Facilitate co-contracted job training.</p>	<p>Brochures</p> <p>Flyers</p> <p>Presentation materials</p> <p>Reports</p>
10	<p><u>Develop and provide comprehensive, customer-centered employment and training services for Veterans and others in accordance with Title 38.</u></p> <p><i>Typical tasks include:</i></p> <p>Conduct individual interviews to learn about veterans' interests and needs; articulate program services and activities; identify service options applicable to customer needs; develop recommendations for continuous engagement activities for Title 38 customers.</p>	<p>Assessment reports</p> <p>Career services plans</p> <p>Case files</p> <p>Customer job logs</p> <p>Emails</p>

	<p>In conjunction with available training programs, initiate and facilitate employer and veteran agreement for apprenticeship or on the job training contracts.</p> <p>For job-ready veterans with highly marketable skills, search sources (such as WorkSource Integrated Technology-WIT, newspaper, job boards) for job opportunities that match the veteran's capabilities and interests. Review resumes and screen qualifications against employers' needs, and refer veterans to appropriate jobs. Arrange appointments between veterans and employers, Manage job orders by screening veterans' resumes/applications against job order criteria. Refer veterans to employers with job openings, especially federal contractors or other supportive employers and follow up with employers.</p> <p>Refer veterans to internal and external resources such as WorkSource Job Hunter, and skill development modules, Unemployment Insurance, Workforce Innovations Opportunity Act (WIOA) programs such as Dislocated Worker, Adult or NEG programs; DVOP, VSOs, and programs with local educational/training institutions or apprenticeship programs.</p> <p>Conduct staff assisted job development, job matches and job follow-up; make job referrals; verify customer job search.</p> <p>Ensure the customer understands and follows all employment and training program requirements in order to fully benefit from WorkSource and other provider resources.</p> <p>Develop and sustain relationships with vendors and the community; keep informed of available external resources and referrals.</p> <p>Organize Employer hire-a-vet, YesVets, and similar events.</p> <p>Provide information about veterans and eligible spouses' entitlement to Priority of Service under the Jobs for Veterans Act</p> <p>Develop individual employment service plans/Reemployment Services Summaries; guide customers to effectively use in employment and training programs and services.</p> <p>Answer phone calls and direct to program teams; provide timely response and services through all forms of customer service (phone, email, face-to-face).</p> <p>Assist veterans in the use of resource center services including technology, resumes, applications etc.</p>	<p>Employment/Training plans</p> <p>Flyers</p> <p>Vouchers</p> <p>Letters</p> <p>Local brochures</p> <p>Presentation materials</p> <p>Registrations</p> <p>Service plans</p> <p>Training agreements</p> <p>Job placements</p> <p>Job developments</p>
5	<p><u>Assess knowledge, skills and abilities to assist in determining employment and training activities and benefits.</u></p> <p><i>Typical tasks include:</i></p> <p>Administer a variety of assessments and informal and formal career tools; review and explain results; incorporate assessment results into employment plans in conjunction with relevant labor market information; prepare and present information to customer.</p> <p>Analyze information about veteran capabilities and desires in light of labor market to determine and recommend the course of action (WorkSource job search and referral, vocational education, etc.)</p>	<p>Activity planners</p> <p>Assessment reports</p> <p>Employment plans</p> <p>Training plans</p>
10	<p><u>Perform records management functions in accordance with agency and program procedures.</u></p> <p><i>Typical tasks include:</i></p> <p>In conjunction with the state veterans program coordinator, supervisors and Performance Management Analysts, monitor local LVER program performance management activity using agency reporting systems and VR&E Reports; create and disseminate program reports as required; comply with state and federal case management protocols and data entry procedures.</p>	<p>Case notes</p> <p>Check-off lists</p> <p>Desk aids</p> <p>Emails</p> <p>Emessages</p> <p>Presentation materials</p>

	<p>Record and maintain case notes, service plans, program-related staff expenditures, and exit outcomes; coordinate with other employment and training programs as necessary; enter new and/or updated data in multiple data management systems.</p> <p>Gather, analyze, and format information to prepare the Manager's Report on Services to Veterans per requirements from the U.S. Department of Labor. Submit report to management for review and revision.</p>	<p>Reports</p> <p>Spreadsheets</p> <p>Transparencies</p>
5	<p><u>Facilitate veteran orientations and workshops.</u></p> <p><i>Typical tasks include:</i></p> <p>Conduct group and individual orientations for veterans; supply program specific information about services, benefits, and eligibility.</p> <p>Facilitate job preparation activities to include job club services and workshops specifically for eligible veterans; provide labor market information (LMI) including LMI for recently exited vets.</p> <p>Staff information booths and participate in employment, military and community events (e.g. Family Activity Days, Community Stand Downs) to connect with prospective job seeking veterans and education about ESD services and other veteran assistance services.</p> <p>Develop hiring events and job fairs by deciding the theme based on local industries and/or market conditions; developing the marketing strategy and specific advertising; arranging the location, set-up, date, time, catering, and other resources; and contacting employers to market the event to them and invite them to attend. Schedule meetings and coordinate with WorkSource partners to plan the events and obtain funding or sponsors. Follow-up with employers to obtain information such as how many people were hired at the event, the effectiveness of the event for the employer, etc. Write and send thank-you notes to those involved in the event.</p> <p>Market and conduct/facilitate WorkSource workshops for veterans to instruct them on skill/ability evaluation, resume writing, interviewing techniques, appropriate dress and grooming, labor market conditions, and other topics to enhance the success of their job search</p> <p>Provide group and individual vocations guidance to advise veterans regarding how they might more effectively find employment.</p>	<p>Basic registrations</p> <p>Emails</p> <p>Case notes</p> <p>Orientation formats</p> <p>Materials</p> <p>Weekly activity plans</p> <p>Workshop presentations</p> <p>Workshop evaluation forms</p>
5	<p><u>Facilitate the Veterans Administration (VA) Work-Study Program within a WorkSource office.</u></p> <p>Interview potential work-study program participants. Prepare and submit applications to the VA for approval to hire the candidates.</p> <p>Schedule, assign work to, monitor the performance of, and train the part-time work-study participants in conducting outreach to veterans and marketing veterans' services, provide performance feedback. Receive, review, and approve participants' timesheets before forwarding to VA staff for processing. Address performance concerns.</p>	
20	<p><u>Provide intensive services and case management to veterans with employment barriers, in accordance with the Disabled Veterans' Outreach Program (DVOP) case management model</u></p> <p><i>Typical tasks include:</i></p> <p>Using criteria match tool, interview veterans for intake into DVOP case management; complete necessary documentation in WIT to record interaction.</p> <p>Provide veterans orientation or veterans workshops appropriate to caseload for new veterans. Perform desk-side or classroom orientation of veterans services and</p>	<p>Assessment reports</p> <p>Career services plans</p> <p>Case files</p> <p>Customer job logs</p> <p>Emails</p> <p>Employment plans</p>

	<p>assess veteran’s barriers, required services/referrals, and motivation level. Administer skills/occupational, interest, and aptitude tests, and interpret results. Assist veterans in developing training plans that address barriers to employment.</p> <p>Enroll veterans deemed appropriate for intensive case management into the DVOP or VR&E programs based on assessment of barriers and motivation.</p> <p>Perform detailed assessment of veteran’s intensive barriers to employment, refer and complete long and short-term goals leading to barrier resolution and employment. Detail individualized participant plan (IPP) in WIT, noting specific goals and partnering activity with referral agencies and partners. Evaluate to determine specific training needs and facilitate training achievement.</p> <p>Develop and implement IPP to establish and complete long and short-term goals leading to barrier resolution and employment</p> <p>Follow up, reassess and modify IPP based on follow up sessions with the client. Motivate client through counseling to achieve steps toward barrier resolution and unsubsidized employment. Implement corrective actions when client fails to meet negotiated goals. Record follow up activity in IPP and WIT notes. Make necessary adjustments to IPP and corrective actions based on veteran’s current training and employment needs.</p> <p>Exit client from program upon achievement of unsubsidized employment or other outcome, as determined appropriate. Make necessary updates to IPP and WIT record.</p>	<p>Vouchers</p> <p>Letters</p> <p>Local brochures</p> <p>Presentation materials</p> <p>Registrations</p> <p>Training agreements</p> <p>Case notes</p>
5	<p><u>Document and manage caseload.</u></p> <p><i>Typical tasks include:</i></p> <p>Make contact with VR&E and DVOP customers at least once every 14 days, maintain detailed case notes in WIT and take a job seeker’s touch point when contact is made.</p> <p>Follow up with VR&E clients for 60-day employment retention period, as required.</p> <p>Serve a case load appropriate to area, including VR&E and DVOP participants.</p> <p>Monitor veteran services using the Veterans Case Management Summary report weekly; ensure timely changes to status provision of WIT touch points.</p>	<p>WIT reports</p> <p>Assessment reports</p> <p>Employment plans</p> <p>Training plans</p>
5	<p><u>Develop and maintain relationships with internal and external partners and agencies.</u></p> <p><i>Typical tasks include:</i></p> <p>Promote and maintain working relationship with local agencies (include military installations, commands and recruiters), civic groups, Veterans Administration, VA Hospital and County Service Officers to foster job opportunities for the Veteran population and provide support services information to Veteran job seekers. Make appropriate referrals to assist veteran in overcoming barriers, to include health/medical, counseling, educational, and homelessness.</p> <p>Participate in case staffing with internal and external partners.</p> <p>Coordinate with local community college and university veteran services, as appropriate.</p> <p>Outreach to organizations and service providers to promote employment services and encourage referral of applicable veterans.</p>	<p>Check-off lists</p> <p>Desk aids</p> <p>Emails</p> <p>Emessages</p> <p>Presentation materials</p> <p>Reports</p> <p>Spreadsheets</p> <p>Transparencies</p> <p>Flyers</p>
5	<p><u>Conduct outreach activities to identify veterans with employment and training needs and promote employment and training for disabled veterans.</u></p> <p><i>Typical tasks include:</i></p> <p>Utilize unemployment compensation for ex-military personnel (UCX), Veteran Status Unknown roster, and Claimant Processing Report for outreach to veterans. Reach out to</p>	<p>Brochures</p> <p>Flyers</p> <p>Presentation materials</p> <p>Reports</p>

	targeted veterans through participation in events that attract veterans with barriers to employment, such as stand-downs and homeless events.	
5	<p><u>Document program activities through reports and information systems.</u></p> <p><i>Typical tasks include:</i></p> <p>Complete monthly VR&E reports before the 25th of the month and submit to supervisor for review before transmitting to required agencies.</p> <p>Maintain a file of best practices and success stories to be submitted for inclusion in Site Manager's quarterly reports and monthly Good News Success Stories to the Department of Labor (DOL).</p> <p>Monitor return to work and /or customer employment status; monitor referral and placement number ratios; record data into designated information management systems, produce necessary information and reports to the state Veterans Services Unit. Provide updates on veterans enrolled in VR&E Program to the assigned VA Case Manager, VA Employment Coach, the Intensive Services Coordinator, and the Veteran Services Program Coordinator.</p>	<p>Emails</p> <p>Case notes</p> <p>Orientation formats</p> <p>Materials</p> <p>Reports</p>
5	<p><u>Assist veterans in achieving job readiness and attaining unsubsidized employment.</u></p> <p><i>Typical tasks include:</i></p> <p>Provide individualized vocational guidance, labor market information and targeted referrals to training and supporting resources.</p> <p>Evaluate need and assist veterans in accessing appropriate grants or programs to overcome barriers to employment. Collaborate with appropriate agencies to advocate and clarify veteran's need.</p> <p>Assist veterans in converting military experience to private sector experience.</p> <p>Match and refer veterans to jobs.</p>	<p>LMI Websites</p> <p>Application forms</p> <p>Military cross-walks</p> <p>Employment databases</p>
5%	Other duties as assigned.	

28. Skills and Abilities/Competencies per Job Analysis

28. Listed below are the skills and abilities / competencies that are **required upon entry** to the position to be able to perform the essential functions. **Do not remove or change what is listed.** However, you may add additional requirements and proficiency levels. **It is necessary to BOLD the top 5 requirements. Proficiency level descriptions are provided on the [skills matrix](#).**

Description of Skill, Ability, or Competency	Proficiency Level
General knowledge of employment and training state and federal laws, policies, rules, and regulations.	Working
Knowledge of characteristics associated with unemployed, dislocated, and disadvantaged populations.	Working
General knowledge of labor market conditions.	Working
General knowledge of the workforce one-stop system and partner programs and services.	Working
Oral communication skills - convey information orally according to the needs of the audience, and receive and understand spoken information.	Mastery
Writing skills - convey information in writing according to the needs of the audience.	Working

Knowledge of training, facilitation and coaching techniques	Working
Knowledge of business relationship building and networking.	Mastery
Workload management skills - plan and organize assignments to create timely, accurate work products. Work efficiently, remain focused, and handle interruptions effectively.	Working
Knowledge of budget preparation and analysis.	Awareness
Knowledge of mathematics.	Awareness
Reading comprehension skills - understand sentences and paragraphs in work-related documents.	Working
Computer skills - use computer hardware and software to complete assignments.	Awareness
Customer service skills – build and maintain customer relations and satisfaction.	Mastery
Analytical skills – use logic and reasoning to assess information, form logical conclusions, evaluate options, and make decisions or recommendations.	Working
Research skills - collect, synthesize, and evaluate information.	Working
Knowledge of supervision processes and methods	Awareness
Knowledge of group facilitation techniques.	Working
Core Competencies:	
Accountability – Accept personal responsibility for work and actions.	
Communication Effectiveness - Effectively convey ideas and information.	
Critical Thinking – Use purposeful and reflective judgment to process, analyze, interpret, explain, evaluate, illustrate, and compare information.	
Customer Service – Commit to providing value-added services to external and internal customers.	
Inclusiveness – Actively contribute to a work environment that embraces diversity and uses diverse perspectives to help achieve organizational goals.	
Interpersonal Abilities – The ability to relate to your co-workers, mitigate conflict, and inspire others to participate.	

Additional Requirement(s) of Employment
<p>29. List any licensing, certification, or other special requirements and/or conditions of employment For example: A Mail Processing Driver must be in "...possession of a valid unrestricted motor vehicle operator's license..." If you have added a requirement in #28, it must be included here as well.</p> <p>Selective preference will be accorded to veterans with first priority given to qualified service-connected disabled veterans, second to qualified eligible veterans, and third given to qualified eligible persons as defined by Title 38, USC, Section 4101(5).</p>

The job duties as defined above are an accurate reflection of the work to be performed by this position.	
Date	Supervisor's Signature
Date	Department Head or Approving Authority's Signature

As the incumbent in this position, I have received a copy of this position description.

Date	Employee's Signature
------	----------------------

For Human Resource/Payroll Office Use Only

Position details and related action have been taken by Human Resources as reflected below

Effective Date	Class Code 3581	Class Title WorkSource Specialist 5		
EEO Category	Pay Type and OT Designation	Position Retirement Eligible <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		Position is <input checked="" type="checkbox"/> Funded <input type="checkbox"/> Non-Funded
Workers Comp. Code	County Code	Business Area Employment Security Department		Personnel Area (FEIN)

Cost Center Codes

FUND	COST OBJECT	FUNCTIONAL AREA	COST CENTER	AFRS PROJECT	GENERAL LEDGER ACCOUNT	AFRS ALLOCATION	PRO R. %

Date	HR Designee's Name	HR Designee's Title	HR Designee's Signature
Date	Budget Designee's Name	Budget Designee's Title	Budget Designee's Signature

INFORMATION UPDATE

NATIONAL LABOR EXCHANGE (NLx)

MISSION

The mission of the National Labor Exchange (NLx) is to provide the nation’s most efficient web-based labor exchange system, through a unique public private partnership, at no additional cost to state workforce agencies and their customers.

NLx Update for Board Review

Since 2008, the hub URL for the National Labor Exchange (NLx) job search has been <https://us.jobs>. Due to the growth of the NLx and a change in strategic direction by DirectEmployers, on May 17th <https://us.jobs> moved to <https://usnlx.com>. This change should have little to no effect on how you interact with the NLx on a daily basis.

The FAQ below should answer any questions you may have.

Q: What will happen after May 17?

A: As of May 17, 2018, the distribution hub for all job postings on the NLx will be hosted under the domain <https://usnlx.com>.

Q. Will there be any difference in how job content is added/removed from the National Labor Exchange?

A. No. The only difference you and your customers should notice is the new domain name.

Q. Do we have to change when our state’s jobs are sent and when we receive your feed?

A. No. There will be no change.

Q: What do state workforce agencies have to do?

A: On any site for which the state controls content, all links to <https://US.jobs> should be changed to point to <https://usnlx.com>. Any reference to <https://us.jobs> on websites, brochures, one-pagers and other marketing materials should also be changed in the near future. Any print materials with the <https://us.jobs> link should be discarded after May 17, or amended to reflect the new domain name. Referring to the site as “the National Labor Exchange” (with a hyperlink to <https://usnlx.com>) would be ideal.

Q: Will the National Labor Exchange job content change?

A: No, there will be no disruption in the job feed, nor a change in the import/export process. The job content source will continue to be the nightly “kill-and-fill” feed provided through the NLx partnership.

Q: Will the National Labor Exchange technology change?

A: No, the technology remains the same. We will make the URL change at 8:00 am ET on May 17, so there will be minimal to no down time.

Q: Will this affect our state’s partnership agreement with DirectEmployers?

A: No, the agreement between your state and DirectEmployers is not affected and the OFCCP compliance solutions for employers will not be affected.

Q: I need to talk about this with someone, whom should I contact?

Charlie Terrell
NLx Director
NASWA
202-434-8021
810-602-9587
cterrell@naswa.org

I. BACKGROUND

The NLx directly connects workers and employers by providing job openings refreshed daily from corporate websites and state job banks. Job openings are delivered to well over 16 million job seekers through state job banks, government portals, and .JOBS domains. In addition to job openings, the NLx offers state workforce agencies other valuable technology services such indexing, analytics, .JOBS microsities and job bank hosting, at no added cost. The NLx provides DirectEmployers’ members, as well as other smaller federal contractors, compliance with federal regulations.

The initiative was established in March 2007, through a formal process and agreement. It leverages private non-profit-owned technology with existing state workforce agency resources. Today, all state workforce agencies are participating NLx members, including Puerto Rico, Guam and the District of Columbia. In June 2014, NASWA and DirectEmployers signed a 10-year partnership extension through 2027. Since forming the NLx alliance, NASWA and DirectEmployers have worked closely reaching the following milestones:

- Delivered 18 million unique jobs in the NLx in 2017, with an average of 2.3 million jobs per day
- Signed NLx participation agreements with all 50 states, along with DC, Puerto Rico and Guam;
- Engaged all publicly-funded state job banks to exchange job openings on a daily basis;
- Provided job openings to US Department of Labor and the Veterans Administration sponsored sites including American Job Center; CareerOneStop; Veterans.gov; Vets.gov (the VA); My Next Move; My Next Move for Veterans; MySkillsMyFuture; VetSuccess.gov; and the United States Chamber of Commerce’s Hiring Our Heroes;
- Delivered job openings to over 40,000 .JOBS domains;
- Provided no-cost job spidering (indexing) services to over 15,000 employers;
- Hosted five state job banks at no-cost: New York, Nevada, and Puerto Rico (currently), and Connecticut, Guam, South Carolina and New Jersey in the recent past;
- Provided state workforce agencies job banks with search engine optimized, social media integrated and mobile-ready my.jobs microsities increasing job seeker traffic;

- Signed alliance with the U.S. Chamber of Commerce Foundation’s -- Hiring Our Heroes program to support the Foundation’s online job search tool, Fast Track.
- Additional Partnerships include:
 - Student Veterans of America
 - Paralyzed Veterans of America
 - LinkedIn
 - Hilton
 - Department of Labor

II. NLx SERVICES

NLx services are offered at no cost to state workforce agency customers -- jobseekers and employers, as well as, to state workforce agencies and federal partners.

A. INCREASE JOB ORDER NUMBERS & EMPLOYER ENGAGEMENT AT NO COST

- **Job Vacancy Feeds:** The NLx collects and distributes job vacancies exclusively found on over 15,000 corporate career websites and state job banks. All NLx job vacancies are currently available, distinct and from verified employers. The NLx does not spider third party sites, job boards, etc., to avoid duplication and expired links and provide a better user experience and employment outcomes. Such jobs are then “pushed” daily into state job banks, as well as multiple .jobs sites, to reach a maximum number of jobseekers. Job feeds are refreshed and shared with state job banks daily. The previous day's file is eliminated and replaced with a new one. States have the flexibility to select what they would like to upload or download (e.g., DirectEmployers indexed jobs within their state, from surrounding states, or from neighboring state workforce agencies) via the state marketplace. NLx jobs also are found at USNLx.com -- the leading national outlet of the NLx jobs content. The site is Search Engine Optimized (SEO), social media integrated, and mobile ready. Regardless of where jobseekers discover NLx job openings, they will be returned to the point of origination: either the corporate website or the state workforce agency.
- **Job Indexing:** The NLx indexes employers who are not DirectEmployers members at no cost. This means the NLx collects information on job vacancies listed on their corporate sites daily and then pushes this content into state job banks. Participating in the indexing program allows state workforce agencies to avoid purchasing spidering services, and to grow the number of jobs available to job seekers on their state agency sites. Instead, states can identify employers who are willing to have their job vacancy sites “indexed” by the NLx, submit those employer names and websites to the NLx for indexing, and then download those job vacancies into their state job banks. This service allows states to offer their business customers the ability to avoid manual posting, increase their job listings, and reallocate staff time/resources to other services. Employers must request indexing in order to be included in the NLx. Alternatively, as described above, state staff can initiate an indexing request. In order for an employer site to be considered for indexing the corporate career site needs to have the following: At least five (5) Job Openings, Job Title, City and State Location, Job Description, a unique URL for each job, and an “Apply” Method. All companies submitted for indexing are “vetted” by DirectEmployers staff to ensure the company is in compliance with NLx business policies (no unpaid or commission only positions, no job boards, jobs not affected by a labor dispute, no multi-level marketing, etc.).

B. SAVE RESOURCES THROUGH A NO-COST JOB BANK SOLUTION

- a. **Job Bank Hosting:** An NLx-hosted state job bank offers flexibility and can be easily administered by state workforce agency staff. In addition to cost savings, this option offers

hosted states the full breadth of USNLx.com services. Currently, New York, and Puerto Rico are being fully hosted by the NLx. Montana is utilizing the employer registration site.

C. RAISE YOUR ONLINE PROFILE & JOB SEEKER PENETRATION RATE

- **.JOBS Microsites:** .JOBS microsites are “mirror sites” allowing a state to increase its presence on search engines such as Google and put jobs in front of jobseekers it would typically not reach. .JOBS sites lead jobseekers back to wherever the job posting originated – either the state job bank or a corporate website. States can request the development and implementation of up to ten free .JOBS microsites, which can highlight a certain sector initiative or focus on certain pipelines of individuals (veterans, youth, disabled). The .JOBS microsites are also social media integrated and mobile enabled.

D. VIEW JOB SEEKER BEHAVIOR ON YOUR JOB BANK

- **Analytics:** DirectEmployers has completed the development of an analytics dashboard tool enabling state workforce agencies to view transactional data about job seeker searches. The tool captures: (1) the flow of job seeker traffic into state job banks from the NLx; and (2) the flow of job seekers from state job banks to jobs originating from employers websites. O*NET coding of job orders allows for in-depth manipulation of data and the production of reports. This service allows states to demonstrate to specific employers that a state job bank is sending traffic to an employer's website. In addition, some employers can track information on hires online for each state job bank, offering the system tangible information about the value of the state online self-services.

E. OFFER VALUABLE BUSINESS SERVICES BENEFITTING BOTH EMPLOYERS & VETERAN JOB SEEKERS

- **Compliance Assistance to Federal Contractors:** In addition to the automated download of all available jobs into state jobs banks, the NLx provides an email service for DirectEmployers member job vacancies. This service, originally known as VetCentral, emails DirectEmployers member job vacancies with Federal Contractor Job Listing (FCJL) requirements to appropriate state staff at the appropriate local “employment centers” (where Wagner-Peyser Act funding exists). The process allows DirectEmployers members to generate a report they may use during the Office of Federal Contract Compliance Program’s (OFCCP) audits. For states already taking an automated download, the emails function as a reminder that content has been added to the state job bank.
- **Hilton Honors Military Program:** The Hilton Honors Military Program is a partnership between Hilton Worldwide and NASWA to support veterans seeking employment assistance. Hilton Worldwide and individual state workforce agencies sign MOUs, which gives each state the flexibility to tweak the program to best serve its current military-connected jobseeker population. Once the state has joined the program, they designated their own eligibility criteria, referral guidelines, approval flow, and state point of contact. Once a veteran is approved by an active state program, they are awarded 100,000 Hilton Honors points to use towards their job search activities, including job fairs, job interviews, new job training, and search for new housing. See Veterans Committee Tab for additional information.

III. STATUS UPDATES

See above for important NLx update.

BOARD ACTION

No Board action is requested.

2019 Association Year - COMBINED MEETINGS SCHEDULE				
MONTHS	CONFERENCE / LOCATION	COMMITTEE	RFP Out	Notes
October	Location: LeMeridien, Arlington, VA	STCOs: ITSC, WITSC, Tech		Confirmed: LeMeridien [Oct 4 - 6 2018]
	Location - Washington DC	NLx Steering Committee		An RFP was sent out - no good venues = Need new RFP - needs to reflect that per diem is not required (unless a joint meeting) (can this be combined with BOD? *Lori would like west coast location)
November	Location: TBD?	Vets		
December	Location - TBD?	Board of Directors Meeting (Add: UI, UI IB, UI Integrity STCO?)		*UI IB needs to be with UI committee every time
	Location - Washington DC	STCOs: ITSC, WITSC - Virtual		ITSC is checking on whether to have a virtual meeting
January		<i>(Move some committees here? Tech and Vets are willing to meet here)</i>		
February				
March	Winter Policy Forum - Washington DC	Board of Directors; COMMITTEES: A&F, WLMI, E&T, Comms WG, Vets, Tech, EO?		March 4-8: Gaylord National Resort
	Location - Washington DC	WITSC?		Pam looking at this and/or Winter Policy
April	Location - TBD?	SIDES Training (?), SIDES Operation Committee, UI, UI IB, UI Integrity STCO		Jerry is talking to Ops Comte about whether this meeting is each yr vs every other yr. Need to think about timing with Easter and spring break.
May	Location - TBD?	Committees: A&F, E&T, UI Integrity STCO, UI, UI IB		May want these meetings with SIDES Training IF it is happening in 2019.
June	Location - TBD?	Board of Directors , (Add: Comms WG, EO, WLMI?)		
	Location: Washington DC	STCOs: ITSC / WITSC, Tech		venue?
July	Veterans' Conference - TBD?	COMMITTEES: Vets		
August				
September	Workforce Summit - Boston	Board of Directros; Committees: Comms WG, A&F, E&T, WLMI, UI, UI IB, UI Integrity STCO, EO, SIDES Ops Committee		venue?

***Note to Staff: Please DO NOT make changes to this chart BUT you can include new notes in the NOTES column for MM w/date of entry. Thanks! Michelle**

Draft 6-5-18

NASWA
Income Statement (Unaudited)
For Year-to-date April 30, 2018 (7 Months)

	Year to Date Actual	Year to Date Budget	Year to Date Variance		Year to Date Prior	Year to Date Prior Var	Annual Budget	Notes to YTD Variance
Revenues								
Membership Dues	\$ 729,167	\$ 729,167	\$ -	0.0%	\$ 729,167	\$ (0)	\$ 1,250,000	
Partnership & Affiliates Fees	930,275	871,900	58,375	6.7%	901,780	28,495	1,362,775	+\$20K Direct Employers & +\$30K from Woodruff Grant for Vets
Registration Fees	419,420	362,646	56,774	15.7%	331,910	87,510	793,203	+\$46K unbudgeted National UI IB Training Conference
Sponsorships	225,400	136,179	89,221	65.5%	35,200	190,200	280,121	Improvement on sponsorship of conferences
Interest	1,459	3,630	(2,171)		50	1,409	6,209	
Dividends	13,211	7,018	6,193	88.2%	12,031	1,180	11,028	
Unrealized Gain/Losses/Other	48,050	-	48,050		91,420	(43,370)	-	Change in market conditions
Total Revenues	2,366,982	2,110,541	256,441	12.2%	2,101,558	265,424	3,703,336	
Expenses								
Staffing								
Staffing Costs	3,531,809	3,935,728	(403,919)	-10.3%	2,944,791	587,018	6,800,400	-\$137K Integrity/-94K ITSC/-80K State UI/-27K MRM
Benefits (all employees)	1,098,241	1,058,700	39,542	3.7%	903,599	194,642	1,824,545	
Allocated Staff & Benefits	(3,560,535)	(4,062,846)	502,311	-12.4%	(2,935,311)	(625,224)	(7,073,811)	Less hours charged to projects vs budget
Total Staffing	1,069,515	931,582	137,934	14.8%	913,079	156,436	1,551,134	
Travel	169,379	125,587	43,792	34.9%	102,041	67,338	215,292	Lower travel costs
Office Supplies	2,696	5,852	(3,156)	-53.9%	5,598	(2,902)	10,032	
Contract labor	72,969	90,706	(17,737)	-19.6%	71,405	1,564	155,496	
Conferences & Meetings	570,272	475,450	94,822	19.9%	307,373	262,899	940,057	Higher expenses on conferences and unbudgeted UI IB
Office Rent	148,892	153,174	(4,282)	-2.8%	217,536	(68,644)	262,584	
Professional Fees	61,147	161,784	(100,637)	-62.2%	64,057	(2,910)	277,344	Lower expenses for accounting firm
Office & IT Expenses	241,474	373,856	(132,382)	-35.4%	207,578	33,896	640,896	Lower expenses related to NLx
Allocated Overhead	(331,056)	(407,710)	76,654	-18.8%	(294,557)	(36,499)	(709,863)	Less hours charged to projects vs budget
Total Expenses	2,005,287	1,910,281	95,007	5.0%	1,594,110	411,177	3,342,972	
Net Income	\$ 361,695	\$ 200,260	\$ 161,435		\$ 507,448	\$ (145,753)	\$ 360,364	

NASWA Services
Income Statement (Unaudited)
For Year-to-date April 30, 2018 (7 Months)

	Year to Date Actual	Year to Date Budget	Year to Date Variance		Year to Date Prior	Year to Date Prior Var	Annual Budget	Notes to YTD Variance
Revenues								
Federal Contracts	\$ 5,309,393	\$ 7,895,530	\$ (2,586,137)	-32.8%	\$ 5,176,970	\$ 132,423	\$ 13,570,502	-\$1.1M ITSC/- \$1.0M Integrity Center tasks/WITSC -\$0.4M
State Contracts	6,570,060	5,129,289	1,440,771	28.1%	3,397,011	3,173,049	8,770,213	Mainly State work +\$1.3M
Subscriptions	2,013,034	2,272,177	(259,144)	-11.4%	1,901,856	111,178	3,904,739	Lower SIDES revenue
Registration Fees	-	-	-		-	-	-	
Interest & Dividends	3,804	-	3,804		591	3,213	-	
Unrealized Gains(losses)	-	-	-		-	-	-	
Total Revenues	13,896,290	15,296,996	(1,400,706)		10,476,428	3,419,862	26,245,455	
Expenses								
Staffing								
Staffing Costs	2,501,510	2,851,120	(349,609)	-12.3%	2,050,948	450,562	4,964,078	Less hours charged to projects vs budget
Benefits (all employees)	-	-	-		-	-	-	
Allocated Staff & Benefits	1,060,576	1,211,726	(151,150)	-12.5%	875,452	185,124	2,109,733	Less hours charged to projects vs budget
Total Staffing	3,562,086	4,062,846	(500,760)		2,926,400	635,686	7,073,811	
Travel	494,072	644,309	(150,237)	-23.3%	510,776	(16,704)	1,013,458	
Office Supplies	3,602	6,194	(2,591)	-41.8%	2,422	1,180	10,618	
Contract labor	5,859,995	8,277,016	(2,417,021)	-29.2%	5,775,979	84,016	14,189,170	-\$0.9M ITSC/- \$0.6M Integrity Center/WITSC -\$0.5/- \$0.2M SIDES
Conferences & Meetings	155,787	107,845	47,942	44.5%	50,327	105,460	184,877	
Office Rent	109,356	100,739	8,617	8.6%	159,991	(50,635)	172,696	
Professional Fees	18,949	35,000	(16,051)	-45.9%	15,779	3,170	60,000	
Office, IT & Equipment	3,106,453	1,666,414	1,440,039	86.4%	1,069,441	2,037,012	2,856,709	+\$0.9M State work/+\$0.7M MRM/- \$0.1M Integrity Center
Allocated Overhead	331,056	407,710	(76,654)	-18.8%	294,557	36,499	709,863	
Total Expenses	13,641,356	15,308,073	(1,666,716)	-10.9%	10,805,672	2,835,684	26,271,203	
Net Income	\$ 254,934	\$ (11,076)	\$ 266,010		\$ (329,244)	\$ 584,178	\$ (25,748)	

Consolidated NASWA & NASWA Services
Income Statement (Unaudited)
For Year-to-date April 30, 2018 (7 Months)

	Year to Date Actual	Year to Date Budget	Year to Date Variance		Year to Date Prior	Year to Date Prior Var	Annual Budget
Revenues							
Membership Dues	\$ 729,167	\$ 729,167	\$ -	0.0%	\$ 729,167	\$ (0)	\$ 1,250,000
Partnership & Affiliates Fees	930,275	871,900	58,375	6.7%	901,780	28,495	1,362,775
Federal Contracts	5,309,393	7,895,530	(2,586,137)	-32.8%	5,176,970	132,423	13,570,502
State Contracts	6,570,060	5,129,289	1,440,771	28.1%	3,397,011	3,173,049	8,770,213
Subscriptions	2,013,034	2,272,177	(259,144)	-11.4%	1,901,856	111,178	3,904,739
Registrations & Sponsorship	644,820	498,825	145,995	29.3%	367,110	277,710	1,073,323
Interest/Dividends/Unrealized	66,524	10,648	55,876	524.7%	104,092	(37,568)	17,237
Total Revenues	16,263,273	17,407,537	(1,144,264)		12,577,986	3,685,287	29,948,791
Expenses							
Staffing							
Staffing Costs	6,033,319	6,786,848	(753,528)	-11.1%	4,995,739	1,037,580	11,764,478
Benefits (all employees)	1,098,241	1,058,700	39,542	3.7%	903,599	194,642	1,824,545
Allocated Staff & Benefits	(2,499,959)	(2,851,120)	351,161	-12.3%	(2,059,859)	(440,100)	(4,965,361)
Total Staffing	4,631,601	4,994,428	(362,826)	-7.3%	3,839,479	792,122	8,624,945
Travel	663,451	769,896	(106,445)	-13.8%	612,817	50,634	1,228,750
Office Supplies	6,298	12,046	(5,748)	-47.7%	8,020	(1,722)	20,650
Contract labor	5,932,964	8,367,722	(2,434,758)	-29.1%	5,847,384	85,580	14,344,666
Conferences & Meetings	726,059	583,295	142,764	24.5%	357,700	368,359	1,124,934
Office Rent	258,248	253,913	4,335	1.7%	377,527	(119,279)	435,280
Professional Fees	80,095	196,784	(116,689)	-59.3%	79,836	259	337,344
Office, IT & Equipment	3,347,926	2,040,270	1,307,656	64.1%	1,277,019	2,070,907	3,497,605
Allocated Overhead	0	-	0		-	0	-
Total Expenses	15,646,644	17,218,353	(1,571,710)	-9.1%	12,399,782	3,246,862	29,614,175
Net Income	\$ 616,629	\$ 189,184	\$ 427,445	225.9%	\$ 178,204	\$ 438,425	\$ 334,616



COMMUNICATIONS

Board Action Requested

MISSION: To build a sustainable strategy of communications that promotes NASWA's mission and goals.

GOALS: Engage a strategy of internal communication to ensure NASWA membership and staff understand and actively work to advance NASWA's agenda.

Educate target audiences (Congress, Federal Agencies, White House, Intergovernmental Organization partners, Media, Think Tanks, and other policy makers) on the role of NASWA as the voice for state workforce agencies that provides expertise on workforce development policy, including unemployment insurance.

I. MEETING & CONFERENCE MANAGEMENT

Meetings & Conferences: During the months of March, April, and May two conferences were held and seven committee meetings.



139 Attendees



292 Attendees

We continue to seek feedback from members on the new 2018 Conference schedule with combined committee meetings and will be looking at analytics during the year to see what works best for value-added member services.

New Event Management Company

NASWA is now working with Golden Compass, to manage our events. This group is based in Denver, Colorado and has been in the hospitality business for over 20 years. Their mission is "to seamlessly manage our customers meeting planning needs, and create unique and unforgettable experiences. Robert Shamo, founder and chief relationship officer, is our main point of contact for coordinating our events.

NASWA GOAL MATCH: Conferences and committee meetings provide value-added member services in the way of technical assistance, providing a forum to share best practices and educational training on key workforce and unemployment insurance issues. Additionally, since this is a significant part of the services

NASWA provides, it is important to provide a customer-friendly experience when registering for meetings and conferences.

II. MEMBER SERVICES

The goal of Member Services is to create a process to ensure regular membership updates are made NASWA's member database as state agency personnel shift, which allows states to see which of their personnel are registered in the database and provides strong communication between NASWA and its member states. This will ensure NASWA's membership list is current and also reflects association roles correctly.

State Coordinator positions were created to be a conduit to NASWA member services staff to ensure the database is kept up-to-date. There are still many states without State Coordinators listed and we hope to fill those gaps. A new process has been implemented to update the state coordinator positions and update the state lists on a quarterly basis.

To provide us with your State Coordinator contact, please send it to dmorrison@naswa.org.

State's with NASWA Coordinators:

AR	IA	KS	MN	NH	OR	WI
CA	ID	LA	MO	NJ	PA	
CO	IL	MA	MS	NY	SD	
DE	IN	MD	MT	OK	UT	
FL		ME	NE		WA	
GU						

NASWA GOAL MATCH: Having an up-to-date membership list is essential to delivering value-added member services through exact communications and ensuring communications reach the correct individuals in each state.

III. COMMUNICATIONS TOOLS

The communications tools are essential to overall communications to NASWA members and each tool serves a different function. The outcomes and tracking analytics are now included in the NASWA scorecard presented to the Board at each Board of Directors meeting.

- Conference and Meeting eBlasts – Alerts on conference and meeting registrations and activities that go to all individuals in NASWA database. These are structured around each event, the launching of registration, agenda information, etc.
- Newsletter – Monthly update on all things NASWA that goes to all individuals in NASWA database and partners.
- NewsWire – Weekly news clips (usually Thursdays) on workforce, unemployment insurance, labor, and other issue areas of interest to NASWA members
- Week in Review – Weekly update (Fridays) on issues moving in Congress or through federal agencies or other policy areas along with how they could potentially impact NASWA members while Congress is in session. Goes to Administrators, Dep. Administrators.
- NASWA Early Warning System (NEWS) Alert – Electronic mail blasts when federal legislative or policy information is immediately pertinent and/or immediate required action is necessary. Goes to Administrators.

NASWA GOAL MATCH: Professional, modern tools for communications to members and external audiences provide value-added member services and a way to project NASWA's voice to key audiences as we *drive the national workforce agenda*.

IV. SOCIAL MEDIA

Twitter and Facebook remain the top focus for social media for the association. Analytics on this are available in the NASWA scorecard. We have started updating our LinkedIn page as well and will begin tracking.

TWITTER <https://twitter.com/NASWAORG> March - May 2018



Top Tweet earned 3,186 impressions

Excited to welcome [@SecretaryAcosta](#) to [#NASWAWPF18](#) To discuss vital issues in [#wkdev](#) and communicating our story to the public. Thank you for joining us! [@USDOL](#) pic.twitter.com/wlME21got5



Top media Tweet earned 2,003 impressions

[.@btparton](#) w/ [@NewAmericaEd](#) Eric Seleznow w/ [@jfftweets](#) Deniece Thomas w/[@Jobs4_TN](#) & Dale Peinecke w/ [@ESDwaWorks](#) are giving great national and state perspectives on apprenticeships and work-based learning. [#NASWAWPF18](#) [#wkdev](#) pic.twitter.com/jeDDDjyZuX



Top mention earned 106 engagements



Secretary Acosta

[@SecretaryAcosta](#) · Feb 28

[@NASWAORG](#) [@USDOL](#) I spoke today with the members of [@NASWAORG](#) about how Americans can acquire the skills they need to find their path to the American Dream. This Administration is giving states the flexibility needed to create successful workforce education programs.

FACEBOOK www.facebook.com/NASWAorg/



V. WEBSITE

The new website is continuing to be developed. The project is being led by the IT team for NASWA, after hiring an in-house back-end web developer and contracting with a front-end web developer, both of who will be building multiple sites and applications for the association after completion of the main NASWA site.

Next Steps:

- Continued development of the site. The first phase of the build will be to install current functionality of the NASWA site.
- Testing will begin in June on the new site, with soft launch.
- Development of the CRM will be in second phase of the build and will be accompanied by new functionality brought to the site.

VI. NASWA AFFILIATES

The new affiliate year kicked off in January. There are 20 affiliates at this time, equating to \$60,000 in revenue. This helps support conferences and other member engagement activities.

VII. EARNED MEDIA

[Statement on Passage of FY 2018 Omnibus Budget](#) (03/23/2018)

[NASWA Recognizes Employers and Agencies Dedicated to Eliminating UI Fraud and Waste](#) (04/12/2018)

X. COMMUNICATIONS WORKGROUP (State Communications Directors)

Cher Haavind (CO), Chair
Dawn Dovre (SD), Secretary

Janelle Guthrie (WA), Vice-Chair
John Dipko (WI), Asst. Vice-Chair

GOAL: Increase and enhance communications between NASWA and member states, bring attention to and advocate for the work being undertaken on important workforce and unemployment insurance activities nationally and in the states, and leverage messaging at the state and national levels.

MEMBERS: 30 States now Represented --
AL, AK, AZ, CO, CT, FL GA, HI, IA, ID, IL, IN, KS, KY, LA, MA, MD, ME, MN, MO, MS, MT, NC, NJ, NM, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VA, WA, WI, WV, WY + District of Columbia

The Communications Workgroup held a meeting on May 9 – 10, 2018 in Denver, Colorado that was the second meeting of the year. There were 25 in attendance, the largest meeting of the workgroup. Best practices in several topic areas were focused on, along with discussions and highlights of gubernatorial and agency transition plans. Guest speaker Tony Kovaleski, award winning investigative reporter for KMGH Denver Channel 7 (ABC affiliate) discussed with the group how to collaborate effectively with reporters and get their messaging out.

ACTION NEEDED: The Workgroup collectively agreed to seek transition to a NASWA Committee. This was determined based on the need to ensure the longevity and succession of this group in the future. The workgroup is seeking approval from the board to become a committee.

Next Meeting: September 18-19, 2018 in conjunction with the 2018 Workforce Summit & UI Directors' Meeting.



COMMUNICATIONS WORKGROUP MEETING

Wednesday, May 9, 2018 | 1:30pm – 5:00pm

Thursday, May 10, 2018 | 8:30am – 12:00pm

Magnolia Hotel (Stout Room) | Denver, CO
818 17th Street, Denver, CO

AGENDA

The Workgroup will be meeting from 1:30pm to 5:00pm on May 9th and 8:30am to 12:00 pm on May 10th. All Communications Directors and Staff are welcome to attend the meeting.

WEDNESDAY | MAY 9, 2018

12:00pm – 1:00pm | **Pre-Meeting: Leadership Team** | CO Dept. of Labor and Employment Offices

1:30pm – 1:45pm | **Welcome & Introductions** | Magnolia Hotel, Stout Room

1:45pm – 3:00pm | **Best practices in the States**

Presenters for best practices -

- 1) Media relations
 - Nate McDonald (UT)
 - Dianne Bell (MS)
- 2) Open records requests
 - Jake Troyer (MT)
- 3) Strategic messaging
 - Tara Hutchison (AL): Second Chance Job Fair
 - Dawn Dovre (SD): WIOA Youth Marketing
 - John Dipko (WI): Employer Awards – Disability Awareness Month
 - Tiffany Vause (FL): Regional economic activity/development messaging
- 4) Managing customer communications
 - Stacy Johnston (NM): UI Correspondence Module – website communications
 - John Dipko (WI): UI claim filing messaging for moving from phone to online
- 5) Internal communications
 - Nate McDonald (UT)
 - Mackenzie Decker (SD): WIOA Manual – herding cats and staying sane
 - Shane Delaney (MN): Unified statewide rebranding of workforce centers
 - Larry Parker (NC)

3:00pm – 3:15pm | **Break**

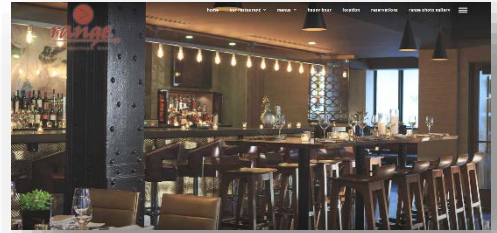
3:15pm – 5:00pm | **How to create a meaningful transition plan**

With many gubernatorial races in progress, it is essential to craft a meaningful transition plan to ensure your agency's work is understood & valued by a newly elected governor. This discussion will provide some helpful guidelines.

Presenters for Transition Planning –

- Janelle Guthrie (WA)
- Cher Haavind (CO)

6:00pm | **Group Dinner – [range New American West](#)**
restaurant
918 17th Street, Denver, CO



THURSDAY | MAY 10, 2018

7:30am – 8:30am | **Breakfast**

8:30am – 8:45am | **Welcome: Day 2** | Magnolia Hotel, Stout Room

8:45am – 10:00am | **Building engagement for workforce topics with the media and legislators**

This will be a discussion on how we, as state agency communicators, can better engage with our stakeholders in the media, the Statehouse, and other stakeholders and get our message out.

Guest Speakers –

- Tony Kovaleski, Investigative Reporter, KMGH Denver Channel 7 (ABC affiliate)
https://en.wikipedia.org/wiki/Tony_Kovaleski
- Patrick Teegarden, Director of Policy and Legislation, Colorado Department of Labor and Employment

10:00am – 10:15am | **Break**

10:15am – 10:30am | **NASWA Update**

- Michelle Marshel, Director of External Affairs, National Association of State Workforce Agencies

10:30am – 12:00pm | **Roundtable peer-to-peer discussion: current state issues and hot topics**



NASWA UI Integrity Center – June 2018 Update

BACKGROUND

In September 2012, USDOL entered into a Cooperative Agreement with the New York State Department of Labor (NYSDOL) to establish a UI Integrity Center (Center). NASWA serves as the lead entity responsible for the operation of the Center with a current contract value of \$33.2m (\$8.5m direct Grant from USDOL, \$24.7 from USDOL thru NYSDOL).

CENTER STEERING COMMITTEE

Brad Ward (TX) serves as Integrity Center Steering Committee Chair, Vice Chair Ryan West (IA) resigned in April, the STCO selected Ben Bakas (FL) to serve as Vice Chair. STCO members are shown in the accompanying table.

STCO Members	State
Bradford Ward Chair	TX
Ben Bakas Vice Chair	FL
Jeff Fitzgerald	CO
Patrick Henning	CA
Brenda Nordlund	MT
Vacant	
David Gerstenfeld	OR
Mickey Ford	OH
Michelle Beebe	MI
Antwon Keith	NC
USDOL Members	
Brad Wiggins	USDOL
Stephanie Garcia	USDOL
NYSDOL Members	
Jim Konicki	NY

STATUS HIGHLIGHTS

The Center has spent much of the past three years standing up the Center, and developing a set of members driven tools. With much of the initial development effort essentially completed, the Center is now developing a “Phase II” State Engagement service strategy to fully utilize our State Liaisons, UI Subject Matter Experts (SME), and developed resources to provide individualized assistance to states, at their request.

KEY PROJECT ACTIVITIES:

UI National Integrity Academy –Enrollments have grown significantly since we delivered the webinar, “Introduction to the National Integrity Academy” on March 8, 2018. As of this writing, we now have more than 1,050 learners enrolled in the Academy. The Academy team successfully delivered two Instructor Led Training (ILT) courses during April in Little Rock, AR and Reno, NV. Demand for the Basic Fraud Investigations ILT course continues to be strong and ILT attendee feedback continues to be overwhelmingly positive. Work continues on the Academy’s certificate modules and lessons across the Program Leadership and Tax, certificates. Multiple new lessons in both certificates have been loaded on the LMS and are available to our learner community. The Instructional Design team has been busy working on the Data Analytics certificate, including the initial mapping of curriculum for this certificate. We have made significant progress in implementing the Academy Continuing Education model. Continuing Education modules will serve as “advanced” learning opportunities on topics developed in the basic courses presented in each certificate program. The first Continuing Education course, a virtual instructor led training on Appeals and Prosecutions, is on track to be completed in September 2018.

Integrity Data Hub (IDH) – The Data Hub project team actively participated in the UI Integrity Symposium held in Houston, TX in April, and conducted a comprehensive webinar on the Integrity Data Hub for over 300 members of the UI community. Both the symposium and webinar resulted in additional requests from states to participate in the Data Hub. In addition to the seven pilot states, 16 new states have, or are in the process of completing the Data Hub participation agreement.

The project team reviewed the results of black-box penetration testing. No significant security issues were identified, but the team is working to make a few recommended system updates based on the report. Additional grey-box testing is planned in the coming months to further test and ensure the security of the Data Hub framework.

Subject Matter Expert Assistance – The Integrity Center continues to successfully engage states in collecting promising practices in state and national UI integrity operations, highlighted by the recent 2018 NASWA UI Integrity Symposium. For this event, the State Liaison team was successful in engaging states to participate on panels and present promising, budget friendly, and practical practices to other states.

As an important function of State Engagement, the Center concluded one on-site state service visit in April and has completed nine on-site and three remote state visits as part of this task. The goal of the services engagement is to provide a customized written list of recommendations to each state we visit. All reports are confidential and shared only at the discretion of the state. Four additional state services on-site visits have been scheduled for May throughout the summer. Interest in the Center state services task among the UI Community continues to grow.

UI Symposium – The 2018 NASWA UI Integrity and SIDES Symposium was held April 11 – 12, 2018, at the Hyatt Regency Houston in Houston, Texas. There were 288 attendees at the event, including 182 state staff from 51 states. Other attendees included SIDES Employers and TPAs, USDOL ETA staff, other Federal staff, vendors, NASWA staff, and one keynote speaker.

Future Meetings of the Center’s Steering Committee

July 18th and 19th, 2018 in Washington DC in conjunction with the UI Directors Committee meeting.

There will be a least one additional in person or virtual meeting in 2018: TBD

BOARD ACTION

No Board action is requested.

Integrity Center Dashboard

The Center has developed, and continues to expand, a very comprehensive set of metrics and reports on the activities of the Center. The NASWA Board has asked the Center to provide an updated Dashboard for each Board meeting. The latest version of the Center Dashboard follows.

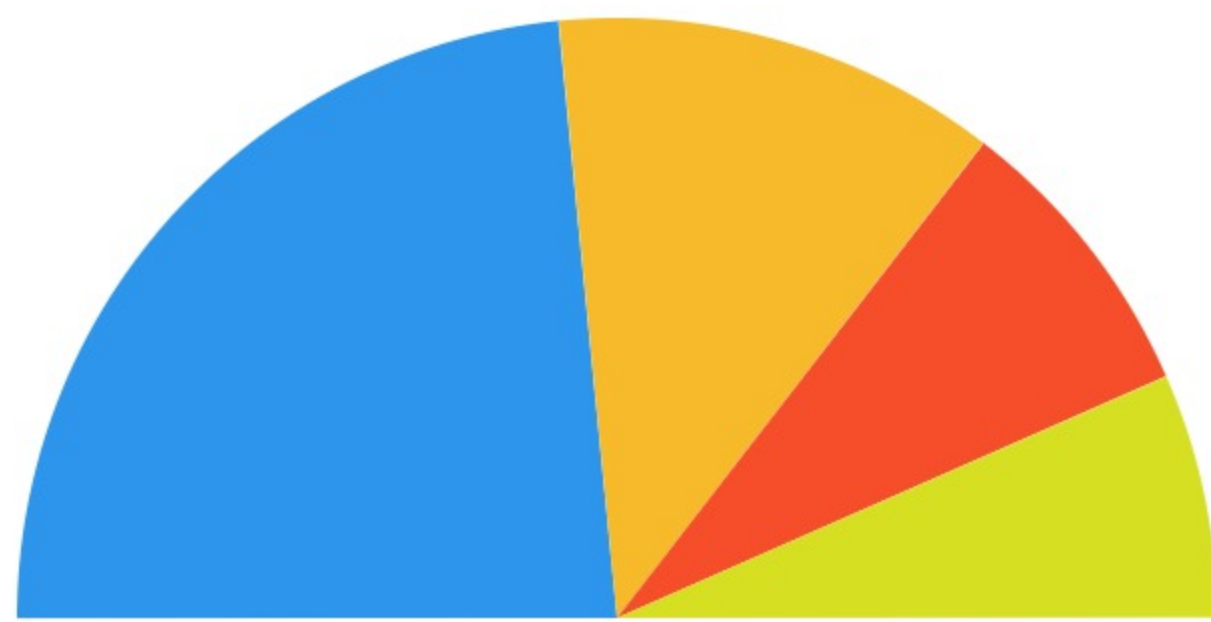
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Knowledge Exchange

- **507** Monthly Average Website Users
- **998** Integrity Library Resources Available
- **8** UI SME State Services Visits Completed
- **372** UI SME Recommendations Provided

Top UI SME Recommendation Integrity Categories



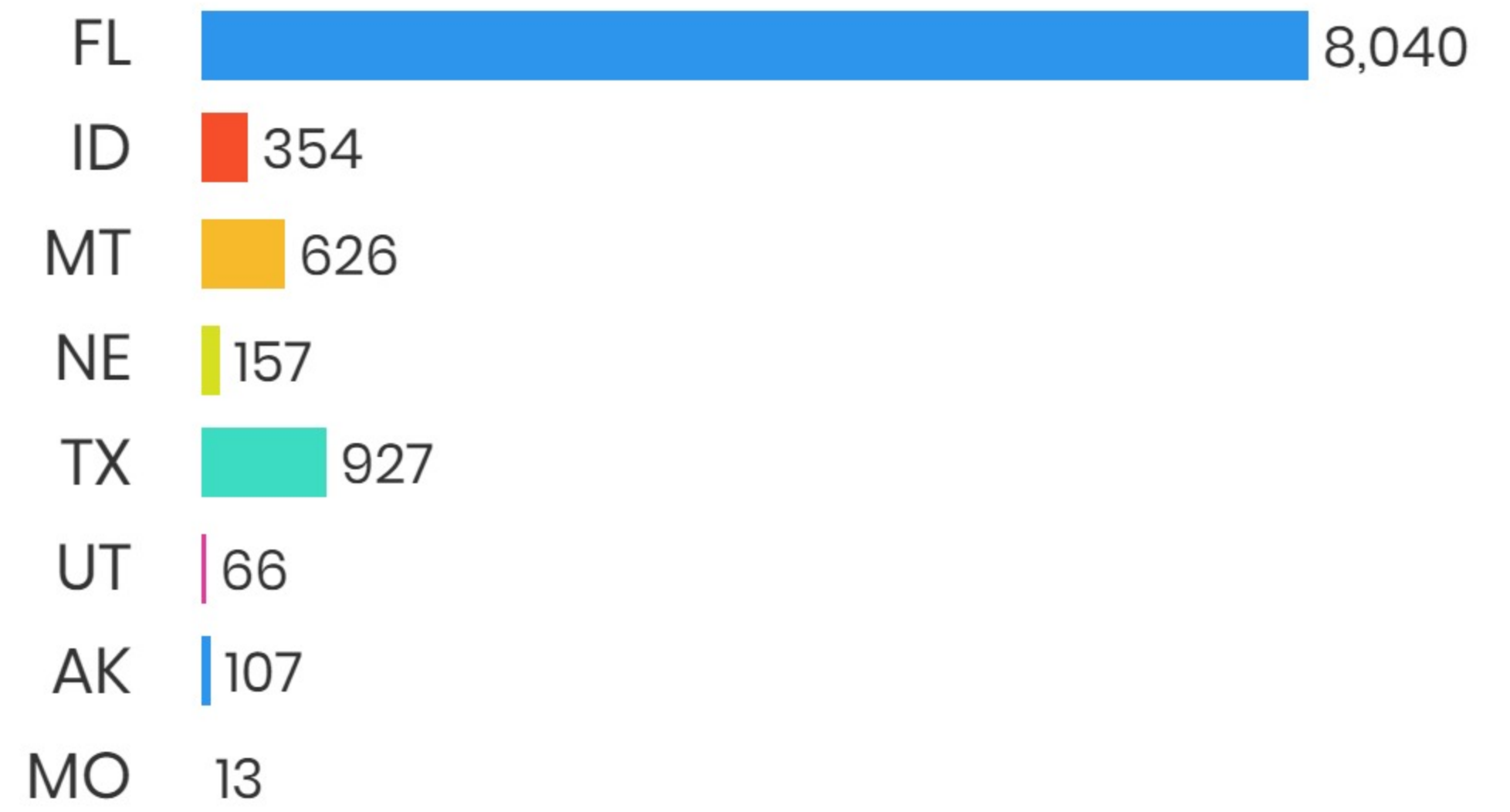
- Recovery/Collections
- Identity Verification
- Program Management
- Tax



Integrity Data Hub

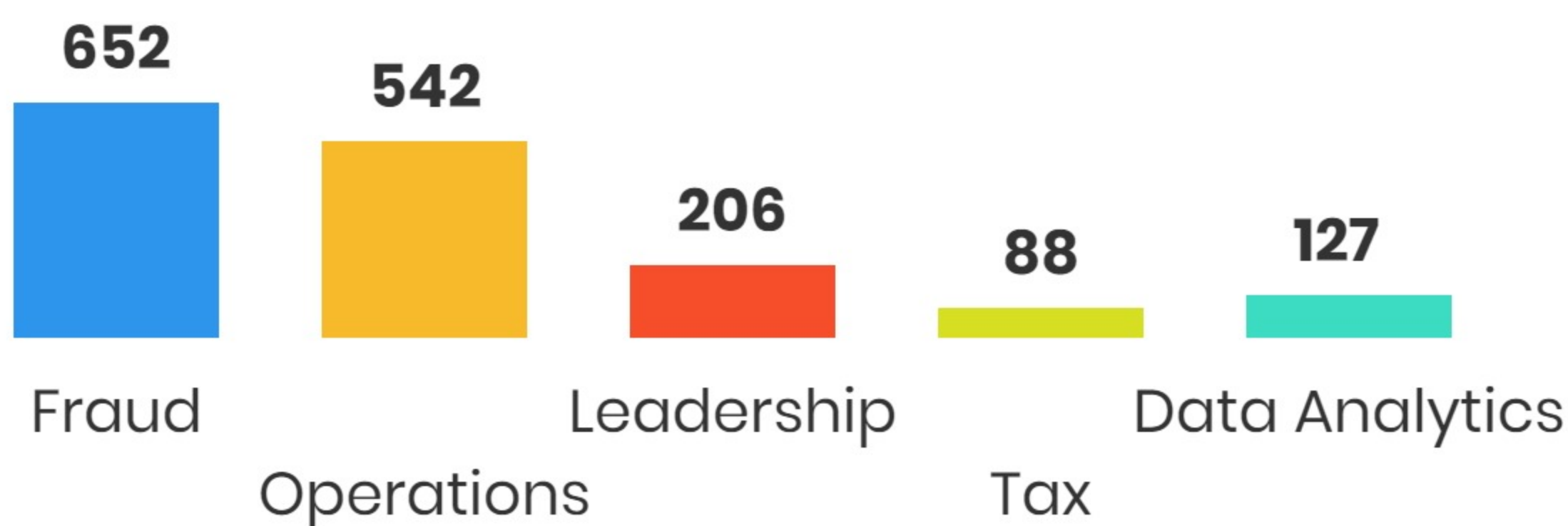
- **14** States with IDH Agreements
- **8** States Submitted SAR Data Records
- **6** States Cross-Matching Against IDH
- **10,290** SAR Data Records Submitted
- **436k** Claims Cross-Matched against IDH

SAR Record Submission by State

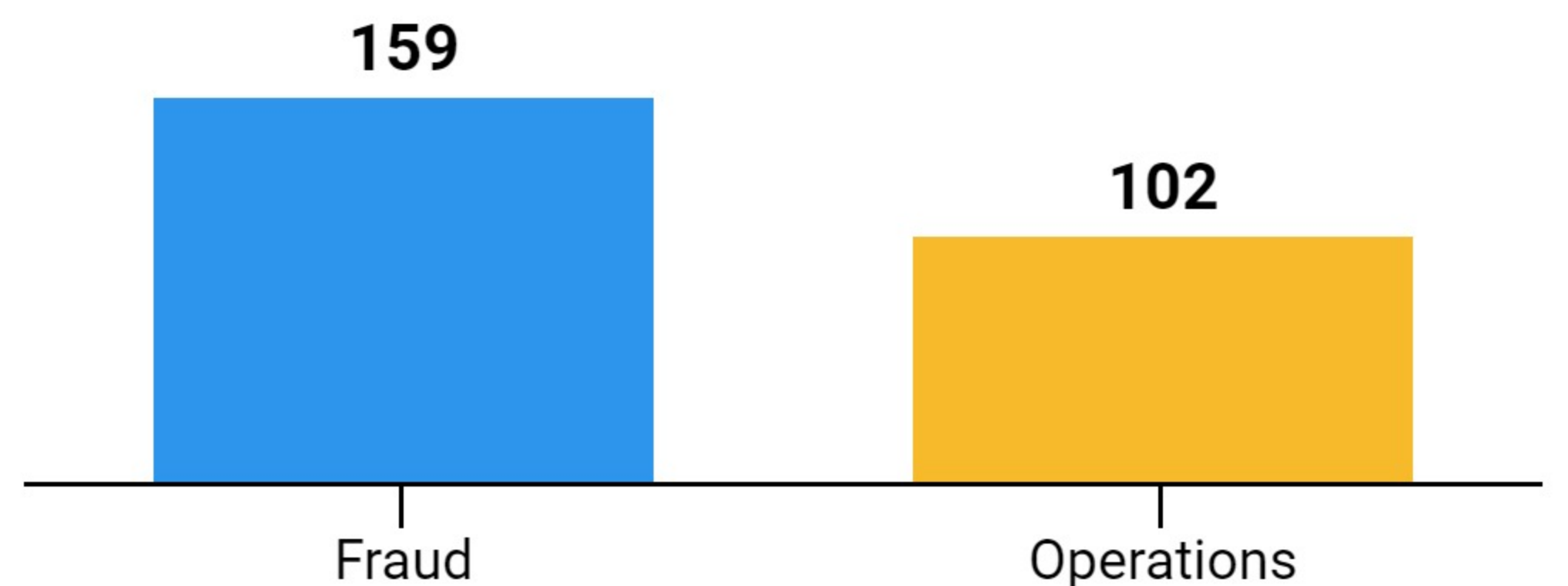


National Integrity Academy

Enrolled Students by Certificate



Enrolled Students to Complete Certificate



- **1,019** Enrolled Students Across All Certificates
- **159** Students Completed Fraud Certificate
- **102** Students Completed Operations Certificate
- **97.1%** of Students Rate Lessons Overall as "Very Good" or "Good"



INFORMATION UPDATE

INFORMATION TECHNOLOGY SUPPORT CENTER (ITSC) UPDATE

NEW PROJECTS

National Peer Review Document Management System

USDOL has asked ITSC to create and pilot a solution that will allow paperless peer reviews for UI Nonmonetary Determinations and Appeals Benefit Timeliness and Quality (BTQ). The purpose of the pilot is to evaluate the feasibility of developing a paperless case management system so that reviews may be conducted remotely using the solution, thereby eliminating travel expenditures. Additionally, the system will save costs incurred by states in copying and mailing case files to a secure location at a review site for storage, to ensure personnel identifiable information (PII) is protected. Based on the outcomes of the pilot study, the use of the paperless case management system for the Benefit Accuracy Measurement (BAM) national reviews may be considered in the future.

ITSC provided a proposal to USDOL, which includes research, selection, implementation, and pilot of a cloud-based tool for automation of current manual processes conducted by both state's and USDOL during the review periods. USDOL also requested that a training plan be included within ITSC's solution. The proposal is currently in the hands of USDOL for approval. Project work would be completed within the 2018/2019 fiscal year.

ONGOING PROJECTS

Workforce Connect Project

Workforce Connect Project Background

For the past six years, NASWA's UI Information Technology Support Center (ITSC) has been managing the *Unemployment Insurance and Workforce System Connectivity Project*, and toolset funded by USDOL. The toolset includes three components: a single sign-on to allow job seekers to create one user ID and password to be used in all the agency's workforce programs, a common registration across the state workforce programs and a workforce profile dashboard tool aggregating the job seeker's information into one view.

Workforce Connect Phase II and III Enhancements

Work continues on the *My Reemployment Plan (MRP)* tool which will be incorporated into the existing Workforce Connect software suite.

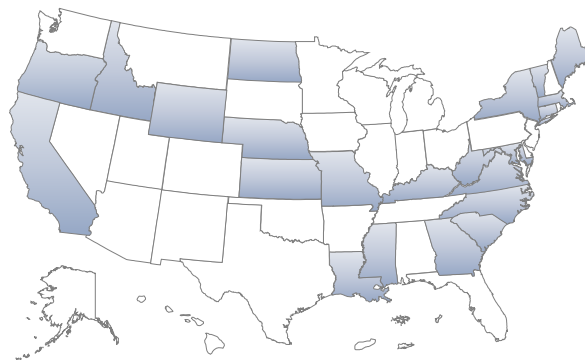
(https://rc.workforcegps.org/resources/2016/10/03/05/28/My_Reemployment_Plan) The toolkit redefines how job search for UI Claimants can be re-engineered to better support the jobseeker in

pursuing and gaining employment The MRP tool (both web-based and mobile) will guide job seekers in establishing realistic goals and plans that are actionable as they pursue their job search in today's challenging job market.

Workforce Connect *phase III* is focused on tools associated with internal users working with their WIOA constituents. ITSC is working closely with several pilot states on building an *overlay* application that will integrate states existing siloed case management systems. The overlay will enable better communication and workflow between the different WIOA partners along with a common case file. The case file information will be gathered and curated from the existing state platforms allowing for a full view of all services that are being delivered to the state's WIOA participants.

Once complete, the tools developed that are a result of this project *will be available to all states to use and customize.*

UI IT Modernization - ITSC Projects Update



ITSC staff are currently working with consortia and single states that are actively involved in different stages of UI IT Modernization projects. ITSC also provides a number of states with ad-hoc or informal advice and consultation on UI IT Modernization. Recently ITSC was asked to provide continuing advisory support services to NY and CA. ITSC is also working with a number of states that have modernized on sustainability and support of their ongoing operations.

UI Learning Center and ITSC Training and Education

ITSC Provides the following trainings, either in person or virtually:

- SME Survival Guide
- Boot Camp for UI Business Analysts (BAs) and Subject Matter Experts (SMEs)
- User Acceptance Training (UAT)
- BAM Online Training

SME Survival Guide

The Subject Matter Expert's (SME) UI IT Modernization Survival Guide is an instructor-led course designed to provide UI subject matter experts (SMEs) valuable information on improving business processes, project management, effectively communicating the business needs of the Agency, providing business rules, and preparing for user acceptance testing.

This training is now available. If your state is interested, please contact ITSC for information and to schedule the onsite training.

Boot Camp for UI Business Analysts and Subject Matter Experts

To date, ITSC trainers have visited and led sessions in 23 states with 389 state employees trained. In May, the training team revisited Utah and delivered a customized version of the curriculum, focusing on implementation of UI Tax to support Utah's current modernization effort. The ITSC training team has also created a customized version of this curriculum in anticipation of providing training to NY for their modernization efforts.

User Acceptance Testing (UAT) Training

This course is directed at state Business Analysts, UI Subject Matter Experts, managers, and other state staff involved in User Acceptance Testing (UAT). It addresses the importance of UAT and other types of testing associated with a successful UI IT Modernization project. Attendees will learn how to perform UAT and effectively report results.

The course is in development with plans to pilot in the third quarter of 2018. The training has integrated a live issue management system into the curriculum to allow participants to test sample application software and report bugs using an automated system. Total training time is estimated to be two days of in-person training conducted at state sites and, periodically, at ITSC offices in Washington, D.C.

BAM Online Training

USDOL has asked ITSC to convert the instructor-led courses for UI Benefit Accuracy Measurement (BAM) currently provided to state personnel by ITSC staff, to a blended online and webinar-based training format. The current training consists of two 3.5-day instructor-led classes. The online courses will be available from the UI Learning Center, accessed from the ITSC member site. Courses will also be available in an industry-standard format, which allows them to be posted for distribution on local delivery platforms, intranets, websites, or other learning management systems.

ITSC is designing and developing the curriculum to convert the two instructor-led courses into:

1. BAM Basic Investigator, a course containing 6 online lessons,
2. BAM Intermediate Investigator, a course containing 6 online lessons,
3. BAM Supervisor, a course containing 7 online lessons, and
4. BAM live, remote interactive webinars to complement the self-paced online lessons.

The BAM Basic Investigator and BAM Intermediate Investigator online courses are in final review by USDOL with plans to pilot the Investigator training this summer for Rhode Island and

other state participants. Rhode Island BAM management, who reviewed the training in advance of the pilot, reported they thought the content would be helpful in training both current staff and new hires. The first online drafts of Supervisor training are being prepared for SME review and will be posted for USDOL review beginning in July.

ITSC also develops training sponsored by the USDOL

- Disaster Unemployment Assistance (DUA) Online Training

Disaster Unemployment Assistance (DUA) Online Training

ITSC is working with USDOL in developing a series of interactive online lessons, based upon six modules of DUA documentation provided by USDOL. The online DUA lessons are self-paced modules that include knowledge checks throughout. The content will be available on the ITSC's website www.itsc.org as part of the UI Learning Center for easy access by state UI agency employees. The training will be delivered for USDOL final review in June.

BOARD ACTION

No Board action is requested.



2018 UI Integrity and SIDES Symposium

The 2018 UI Integrity and SIDES Symposium was hosted in Houston, Texas during the week of April 9th. Since the conference was hosted jointly by the NASWA SIDES and Integrity teams, a joint report of the symposium is attached, including a summary of the surveys completed by the attendees.

SIDES Strategic Plan

The NASWA SIDES team worked with the Deputy Executive Director to develop a more comprehensive strategic plan for the next three years. We will be providing updated outcomes to the plan in future reports. A copy of the plan is attached as well.

SIDES Operations Committee

The expanded SIDES Operations Committee met in-person at the UI Integrity and SIDES Symposium in Houston, Texas. The committee has accomplished several things in the past several months including the updating of the SIDES Operations Committee Charter so that it coincides with the new governance structure for the NASWA SIDES Team. They also updated the SIDES Participation Agreement to remove antiquated references and update the governance structure. A copy of the revised charter is attached.

Partnering with States for Outreach to Employers in their State

NASWA SIDES team has been partnering with state staff to assist State Workforce Agency's to promote SIDES E-Response and highlight UI integrity for the past two years. In partnership with the SIDES staff in the state we will attend several Society for Human Resource Management (SHRM) state conferences as well as the national SHRM Conference. As a follow-up, the NASWA SIDES Team and state staff will partner to host state-specific webinars providing a live demonstration of the SIDES E-Response system. Partnering states for the 2018 SHRM Conferences include:

- New Hampshire
- Virginia
- Montana
- Missouri
- Indiana
- Nebraska
- Kansas
- Iowa
- Wisconsin

The NASWA SIDES team has already taken part in the following conferences in 2018. As a follow-up to each SHRM Conference, the NASWA SIDES Team co-hosts with the state staff a webinar to give that state's employers a comprehensive demonstration of SIDES E-Response.

State	Number of Attendees	E-Response Leads Provided to State	UI SIDES Leads	Number of Webinar Attendees
NH	300	22	3	14
VA	800	42	6	6
MT	320	42	4	TBD

BOARD ACTION

No Board action is requested.

2018 NASWA UI Integrity & SIDES Symposium

@NASWAORG | #UIIntegrity2018



The 2018 UI Integrity and SIDES Symposium took place on April 11–12, 2018, in Houston, Texas. The Symposium was designed to provide state staff the opportunity to share technical information and successful practices to promote UI integrity, and also provide an opportunity to bring together industry professionals, including vendors, third-party administrators, and employers, to facilitate SIDES-related business and technical discussions.



HOUSTON. WE HAVE A SOLUTION.

Historically, the UI Integrity Symposium and the SIDES Training Seminar have been held as separate events. Because SIDES is an integral part of UI integrity, the two events were brought together for the first time in this year's event.



There were 288 attendees, including:

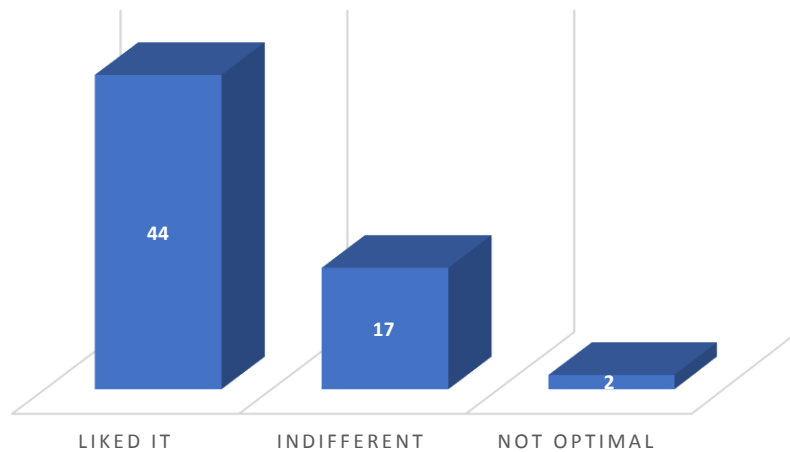
- 182 state staff
- 9 ETA staff
- 2 Other Fed staff
- 29 Vendors
- 1 Keynote speaker
- 28 SIDES Employers / TPAs
- 37 NASWA staff



The two-day event included:

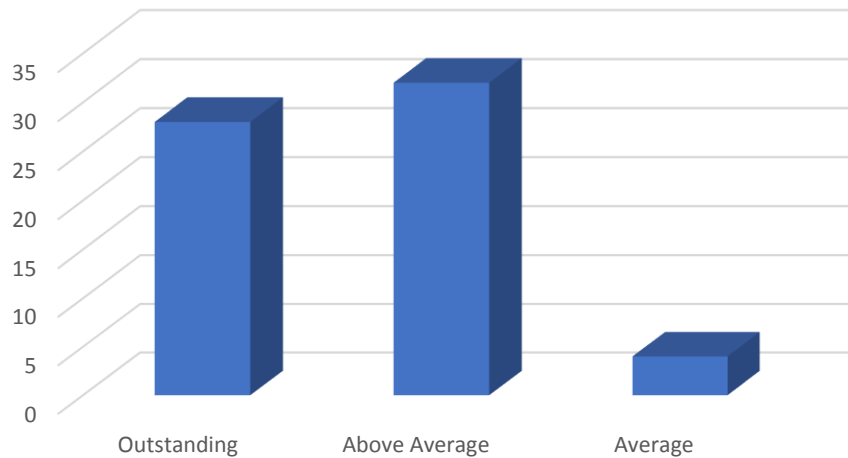
- 4 Plenary Sessions
- 6 Large Group Sessions, geared towards specific topics in SIDES or integrity
- 15 break-out workshops
- 6 roundtable sessions:
 - 3 for SIDES attendees from small, medium, and large states
 - 3 for Integrity attendees from small, medium, and large states

COMBINE SYMPOSIUM FORMAT



“There was a strong message conveyed that SIDES and Integrity really do go hand-in-hand.”

CONTENT RATINGS



- Informative Sessions
- Attendees were encouraged to get involved
- Topics covered were relevant to state business

State Information Data Exchange System (SIDES) Operations Committee Charter

SIDES, established in 2006, was developed through a strategic partnership between the U.S. Department of Labor (USDOL) and a five-state consortium of Unemployment Insurance (UI) agencies. SIDES is managed by and is a program within the National Association of State Workforce Agencies (NASWA). SIDES originated from a 2004 Information Technology Support Center (ITSC) CORE project funded by the USDOL to examine the feasibility of states to improve the quality and timeliness of separation information from employers by exchanging the data in a web-based manner. Initially named the Separation Information Data Exchange System, SIDES quickly expanded to include six states, three employers/third party administrators (TPAs). The web-based SIDES E-Response site for smaller employers was developed shortly after. SIDES went into production in early 2010.

Purpose of the SIDES Operations Committee

Vision

SIDES, a cooperative undertaking by state workforce agencies, employers, and TPAs, established the SIDES Operations Committee as the trusted independent resource for providing programmatic guidance and feedback regarding operational concerns and future plans.

Mission

The SIDES Operations Committee provides information and advisory services to the NASWA SIDES Team and the SIDES Executive Oversight Committee (EOC) in support of the SIDES system its role in maintaining the integrity of the Unemployment Insurance (UI) program and about improvements to SIDES operations.

Primary Functions

The SIDES Operations Committee is responsible for providing information and feedback regarding the feasibility and the outcomes of the SIDES system. The SIDES Operations Committee will monitor and review the SIDES operations and provide feedback and recommendations to the NASWA SIDES Team.

The SIDES Operations Committee provides insight on long-term strategies in support of SIDES initiatives. Members of the SIDES Operations Committee ensure business objectives are being adequately addressed and the system remains under control. In practice, these responsibilities are carried out by performing the following functions:

- Monitoring and reviewing the SIDES system at regular SIDES Operations Committee meetings;
- Identifying any operational or technical issues that need to be addressed with the NASWA SIDES Team;
- Providing guidance and feedback to the NASWA SIDES Team and participants regarding maintaining a standard electronic system and process in accordance with the SIDES Participation Agreement;
- Providing assistance to the participants when required;
- Controlling system scope as emergent issues require changes to be considered, ensuring that scope aligns with the agreed business requirements of the key stakeholder groups;

- Resolving system conflicts and disputes, reconciling differences of opinion and approach;
- Identifying and promoting the sharing and replication of SIDES implementation best practices within the UI community;
- Reviewing system changes and formally providing recommendations to the NASWA SIDES Team; and,
- Appointing sub-committees, as needed, for exchange review and gathering input from SIDES participants.

Responsibilities

The SIDES Operations Committee is responsible for approving proposed system changes such as:

- Prioritization of system objectives and outcomes as identified in the proposed changes;
- Review and provide input on the establishment of system-wide scheduled activities such as format changes, upgrades, data exchanges, etc.;
- Risk management strategies, ensuring that strategies to address potential threats to the system’s success have been identified, estimated and approved, and that the threats are regularly re-assessed; and,
- System management and quality assurance practices.

A SIDES Operations Committee

Membership

The SIDES Operations Committee will consist of the following members, based upon NASWA Regions I – X. State members are nominated by UI Directors for appointment by the Operations Committee Chair. Potential employer/TPA members are identified by the NASWA SIDES team for appointment by the Operations Committee Chair. Member terms are three years.

- 10 voting state SIDES participants;
- 9 voting employer/ TPA SIDES participants;
- 3 non-voting members: SIDES Director, USDOL representative, and NASWA Executive Director (or their designee), and
- Additional state and employer/TPA non-voting SIDES participants are acceptable.

Name	Role	Agency
	System Sponsor (NASWA or USDOL)	
	Chair	
	SIDES Operations Director	
	SIDES Director	
	Vice Chair	
	Vice Chair (Optional)	

	Member – Region I representative	
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Name	Role	Agency
	Member – Region II representative	
	Member – Region III representative	
	Member – Region IV representative	
	Member – Region V representative	
	Member – Region VI representative	
	Member – Region VII representative	
	Member – Region VIII representative	
	Member – Region IX representative	
	Member – Region X representative	
	Member – Employer representative	
	Member – Employer representative	
	Member – Employer representative	
	Member – Employer representative	
	Member – Employer representative	
	Member – Employer representative	
	Member – Employer representative	
	Member – Employer representative	

Role of a SIDES Operations Committee Member

It is intended that the SIDES Operations Committee leverages the experience, expertise, and insight of key individuals within organizations committed to the successful operation of the SIDES system. SIDES Operations Committee members are not directly responsible for managing system activities, but provide support and guidance for those who do. Member duties include:

- Participating in a formal decision-making body on behalf of the participating SIDES entities (states, and employers/TPAs);
- Providing input on SIDES operations and business requirements;

- Providing input on proposed new functionality, features, guidance and input on technical issues;
- Establishing and participating on ad hoc workgroups and/or committees to address common issues of SIDES operational concerns;
- Reviewing and making recommendations concerning enhancements requested by participating states and employer/TPAs;
- Recommending standard format changes to the SIDES EOC;
- Identifying and make recommendations on training needs to support use of SIDES by both states and employers/TPAs;
- Understanding the strategic implications and outcomes of initiatives being pursued through system outputs;
- Appreciating the significance of the system for some or all major stakeholders and represent their interests;
- Be genuinely interested in the initiative and be an advocate for broad support for the outcomes being pursued in the system;
- Have a broad understanding of system issues;
- Report on system progress to those responsible at a high level, such as the SIDES (EOC), the NASWA Board and/or USDOL; and,
- For SIDES Operations Committee members that represent states within the NASWA regions, report to their own state leadership and states in their designated region on the system regarding SIDES operations. Discuss operational problems occurring within the region and report back to the SIDES Operations Committee. Be an advocate for their state as well as states in their region.
 - There may be more than one member from any given region. In this case, the members need to caucus and select the member who will serve as the regional representative. This individual will be the voting member from the region and the representative responsible for communicating with the other states in the region. If the regional representative misses more than two consecutive meetings, a new regional representative will be designated from the members from that region.

Role of Chair

Every three years in June, a Chairperson will be nominated and appointed from among the current state representatives of the NASWA UI Committee. The successful candidate will serve a three-year term as Chairperson. Terms will be the federal fiscal year, i.e., from October 1 through September 30.

In addition to the guiding principles mentioned for the SIDES Operations Committee member, the Chair:

- Presides at Operations Committee meetings;
- Sets the meeting agenda in consultation with the SIDES Operations Director in accordance with the meetings prescribed in the Charter, including recommendations from the previous meeting and new business that must be addressed;

- Approves any in-person meeting times and locations in consultation with the SIDES EOC;
- Ensures the SIDES Operations Committee adheres to the Charter; and,
- Notifies the Vice Chair to chair meetings in his/her absence or identify another.

Role of Vice-Chair(s)

Every three years in June, two Vice-Chairperson(s) will be nominated, one from among the current state representatives and one from the current employer/TPA representatives of the SIDES Operations Committee and appointed by the Operations Committee Chair upon a vote for approval by the full Committee. The successful candidate(s) will serve a three-year term as Vice-Chairperson. Terms will be the federal fiscal year, i.e., from October 1 through September 30.

In addition to the guiding principles mentioned for the SIDES Operations Committee member, the Vice-Chair(s):

- Presides at SIDES Operations Committee meetings in the absence of the Chair;
- Participates in setting of the meeting agenda in consultation with the SIDES Operations Committee Chair and SIDES Operations Director in accordance with the meetings prescribed in the Charter. This includes recommendations from the previous meeting and new business that must be addressed;
- Participates in the approval of meeting agendas and times in consultation with the Operations Committee Chair and SIDES Operations Director;
- Serves as the Parliamentarian during SIDES Operations Committee meeting to ensure the SIDES Operations Committee adheres to the agenda and to the SIDES Operations Committee Charter; and
- Represents the SIDES Operations Committee at meetings and conferences at the request of the Chair.

Role of SIDES Executive Oversight Committee

The SIDES Executive Oversight Committee (EOC) has executive oversight and is charged with funding and strategic direction of SIDES and acts on recommendations related to these topics submitted by the SIDES Operations Committee. The EOC is comprised of: the SIDES Director, the NASWA Executive Director (or their designee) and one representative from the USDOL. EOC meetings will be on an as-needed basis. The NASWA Executive Director (or their designee), as a member of the SIDES EOC, will present the SIDES annual budget request to the NASWA Board for approval.

B SIDES Operations Committee Meetings

Meeting Schedule and Process

The Operations Committee will meet every other month or as needed to keep track of issues and the progress of the system's implementation and on-going system support to its stakeholders.

The Chair presides over the SIDES Operations Committee and facilitates the SIDES Operations Committee Meeting. The Operations Committee will follow modified Roberts Rules of Order in the conduct of meetings, motions, discussion and voting. A quorum for the purposes of voting on any

motion before the Committee is eight state members and five employer/TPA members. Should a meeting be convened without a quorum, the meeting will continue for informational purposes only. Meetings will be conducted virtually using telecommunications services, webinars or other similar technologies. There will be one in person meeting held in conjunction with an annual SIDES training meeting.

Meeting Agenda

At each meeting, system status will be reported to the Operations Committee by the Chair using an agenda outline such as but not limited to the following:

A. Introductory Items:

Introductions;

Review Agenda;

Minutes from last meeting;

Review of actions arising from previous SIDES Operations Committee meetings;

Update from the EOC if needed.

B. Review System Status:

Overall Status;

- Scope status;
- Schedule status;
- Reason for deviation.

New issues arising since the last Operations Committee meeting;

Review and approval of system change orders;

Milestone review;

Formal acceptance of deliverables;

Accomplishments against last meeting's plans;

Plans for the next reporting period;

Outstanding issues, open points, system conflicts;

Specific requests for assistance of the SIDES Operations Committee.

C. Consideration of other items relevant to the system.

D. Review and summarize new actions from this meeting.

E. Open topic forum to discuss program best practices or problems (dependent upon size of Committee growth).

F. Plans, date and location for next meeting.

Meeting Minutes

The SIDES Operations Director will ensure that minutes of the meeting are being taken and that these minutes be distributed to the SIDES Operations Committee members within 21 days from the day of the scheduled meeting.

C Amendments to the Charter

The SIDES Operations Committee may adopt, by a vote of two-thirds of the full membership of the Committee, amendments or cancellation of this charter to the SIDES EOC for approval.

SIDES Operations Committee Charter Version History

The version numbering is as follows:

- The initial version is .01
- Once the deliverable has been accepted, it becomes version 1.00
- After the baseline (v1.00), all subsequent minor changes should increase the version number by 0.01

Version Number	Change Request Number (if applicable)	Accepted Date	Author	Summary of Change
.01		3.7.2016	PS	Initial Draft
.02		3.14.2016	Team	Draft completed
.03		3.18.16	TB	Revised Ops Comm. Member duties
.04		3.29.16	TB	Incorporated v.03 revisions
.05		4.6.16	TB	Incorporated OUI edits
.06		5.12/16	TB	
.07		6-6-16	TB	Added Member Appointment process
1.01		2-8-18	TB	SIDES/NASWA Reporting Structure Change

SIDES Strategic Plan

VISION

SIDES will be the national standard electronic means by which state Unemployment Insurance (UI) agencies communicate with employers for fundamental UI benefits and tax administration purposes to contribute to the integrity of the UI program.

NASWA will deliver superior value-added member services.

Objective #1: Provide integrity-focused solutions to assist in reducing the improper payment rate of 1.621% by 5% for separation by FY20.*

*Improper payment rate for PY 2011-13 was 2.126%. The most recent three year rolling rate for PY 2014-17 is 1.621%. This reduction has been attributed by the Administrator for the Office of Unemployment Insurance, ETA, U.S. Department of Labor to the implementation of SIDES by 47 states and three territories.

Strategies	Checkpoint	Resources	Point Person	Action Undertaken
Conduct monthly meetings with TPAs and employers to identify and address potential integrity issues	Monthly	NASWA SIDES Team	Jerry Pectol	
Create response time lapse and quality metrics for exchanges in addition to Separation Information	May 2018	NASWA SIDES Team SIDES Operations Committee	Tom Byerley	
Create UI Overview Training Program that includes integrity and SIDES	April 2018	NASWA SIDES Team	Jamie Abbott	
Become SHRM Accredited for continuing education	December 2018	NASWA SIDES Team	Jamie Abbott	
Provide training to SIDES partners' clients on integrity of UI	August 2019	NASWA SIDES Team	Jamie Abbott	
Partner with Direct Employers/NLX to provide UI integrity training	March 2019	NASWA SIDES Team NASWA NLX Team	Tom Byerley	

Objective #2: Increase employer participation in UI SIDES (web services) from 20% to 35% annually by FY20.

Strategies	Checkpoint	Resources		Action Undertaken
Three new states in 100% club	Annually	NASWA SIDES Team	Team	
Outreach to two potential UI SIDES partners in each NASWA region	Annually	NASWA SIDES Team SIDES Operations Committee	Jerry Pectol	

Develop UI SIDES marketing collateral	June 2018; Ongoing	NASWA SIDES Team SIDES Marketing & Communications Subcommittee NASWA Communications Team	Jamie Abbott	
Develop UI SIDES partner implementation orientation aimed at the IT/programming UI SIDES.	September 2018	NASWA SIDES Team SIDES Technical Team	Tom Byerley	
Cross-reference NLX/Direct Employers membership for potential partners	May 2018	NASWA SIDES Team NASWA NLX Team	Tom Byerley	
Implement data warehouse tool to identify potential partners	July 2018	NASWA SIDES Team SIDES Technical Team	Tom Byerley	
Create SIDES employer certification	August 2018	NASWA SIDES Team SIDES Technical Team NASWA Communications Team NASWA ITSC LMS Designers	Jerry Pectol	
Certify three new employers	Annually	NASWA SIDES Team	Jerry Pectol	
Attend two national employer conferences	Annually	NASWA SIDES Team	Team	

Objective #3: Increase employer participation in SIDES E-Response from 5% to 10% by FY20.				
Strategies	Checkpoint	Resources		Action Undertaken
Release SIDES Interactive Toolkit	April 2018	NASWA SIDES Team NASWA Webmasters	Jamie Abbott	
Create new marketing collateral for states to personalize	Initial release: April 2018; Ongoing	NASWA SIDES Team SIDES Marketing & Communications Subcommittee NASWA Communications Team	Jamie Abbott	
Redesign info.uisides.org website	November 2018	NASWA SIDES Team SIDES Marketing & Communications Subcommittee NASWA Communications Team NASWA Webmasters	Jamie Abbott	
Update information stored in the Integrity Center's Digital Library	July 2018; Ongoing	NASWA SIDES Team NASWA Integrity Center Librarians	Jamie Abbott	
Attend at least five state employer events	Annually	NASWA SIDES Team State Partners	Jamie Abbott	

Present at least two state employer events	Annually	NASWA SIDES Team State Partners	Jamie Abbott	
Partner with at least four states annually to hold employer E-Response orientation webinars	Annually	NASWA SIDES Team State Partners	Jamie Abbott	
Outreach to three employer associations and professional groups to promote E-Response	Annually	NASWA SIDES Team NASWA Executive Team	Jamie Abbott	
Complete and release Single Sign-On Functionality	May 2018	NASWA SIDES Team SIDES Technical Team	Tom Byerley	
Update online presentation for Separation Information	June 2018	NASWA SIDES Team SIDES E-Response Subcommittee SIDES Technical Team	Tom Byerley	
Implement flow for temporary staffing agencies into Separation Information	September 2019	NASWA SIDES Team SIDES E-Response Subcommittee SIDES Technical Team	Tom Byerley	
Modernize look and feel of E-Reponse	September 2020	NASWA SIDES Team SIDES E-Response Subcommittee SIDES Technical Team	Tom Byerley	
Provide help desk training to states	June 2018	NASWA SIDES Team	Jamie Abbott	
Document E-Response flow for each exchange	December 2020	SIDES Technical Team	Tom Byerley	

Objective #4: Increase state participation in the four additional exchanges besides Separation Information from 21 to 30 before the end of FY20.				
Strategies	Checkpoint	Resources		Action Undertaken
Hold a SIDES Training Symposium	Annually	USDOL NASWA SIDES Team SIDES Training Subcommittee NASWA Communications Team	Jamie Abbott	
Present information at the NASWA UI Committee meetings	Two times annually	NASWA SIDES Team	Jerry/Tom	
Be involved with other NASWA committees	Annually	NASWA SIDES Team	Jerry Pectol	
Have a presence at NASWA events	Annually	NASWA SIDES Team	Jerry Pectol	
Lobby USDOL to include SIDES on modernization checklists	Monthly	NASWA SIDES Team NASWA Executive Team	Jerry Pectol	
Create standard business rules for all exchanges and SSO	September 2019	NASWA SIDES Team	Tom Byerley	

Create implementation checklists for all exchanges	October 2018	NASWA SIDES Team SIDES Technical Team	Tom Byerley	
Create implementation project timelines for all exchanges	November 2018	NASWA SIDES Team SIDES Technical Team	Tom Byerley	
Certify one UI vendor each year; implement all SIDES exchanges into base system	Annually	NASWA SIDES Team SIDES Technical Team Vendor Partners	Jerry Pectol	
Provide business process analysis of three state's SIDES implementation	Annually	NASWA SIDES Team State Partners	Jamie Abbott	
Provide quarterly webinars for state UI administrators/directors	Quarterly	NASWA SIDES Team	Jamie Abbott	
Partner with ITSC and Integrity Center to include SIDES examples as hands-on activities during on-site trainings	Quarterly	NASWA SIDES Team NASWA ITSC Trainers NASWA Integrity Center Trainers	Jamie Abbott	

Objective #5: Increase UI SIDES partner implementation of other exchanges by 30% before the end of FY20.				
Strategies	Checkpoint	Resources		Action Undertaken
Hold educational webinars for partners to review exchanges.	Annually	NASWA SIDES Team State Partners	Tom Byerley	
Conduct in-person training for partners in conjunction with Training Symposium	Annually	NASWA SIDES Team	Team	

SIDES will deliver organizational value				
Objective #1: Educate 35% of NASWA staff and USDOL regional offices about the benefit of SIDES by FY20.				
Strategies	Checkpoint	Resources		Action Undertaken
Create a NASWA new-hire orientation about SIDES	October 2018	NASWA SIDES Team	Tom Byerley	
Hold one webinar with USDOL Regional Staff	Annually	NASWA SIDES Team	Jerry/Tom	
Provide training to five NASWA staff	Annually	NASWA SIDES Team	Tom/Jamie	

Objective #2: Update SIDES governance documents by April 2018.				
Strategies	Checkpoint	Resources		Action Undertaken
Update Partnership Agreement	April 2018	NASWA SIDES Team NASWA Executive Team	Jerry Pectol	
Update SIDES Charter	April 2018	NASWA SIDES Team NASWA Executive Team	Tom Byerley	

Objective #3: Evaluate master agreement with Conduent by end of CY18.				
Strategies	Checkpoint	Resources		Action Undertaken
Complete master agreement evaluation	November 2018	NASWA SIDES Team SIDES Technical Team	Tom Byerley	

Objective #4: Complete security assessment of the SIDES websites by end of CY18.				
Strategies	Checkpoint	Resources		Action Undertaken
Complete security assessment	December 2018	NASWA SIDES Team SIDES Technical Team	Tom Byerley	

Objective #5: Provide ongoing training opportunities for SIDES team members.				
Strategies	Checkpoint	Resources		Action Undertaken
Create professional growth plans	June 2018	NASWA SIDES Team NASWA Executive Team	Jerry Pectol	



INFORMATION UPDATE

Bill Dowling (CO) Co-Chair

Kim Vitelli (USDOL) Co-Chair

BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) Information Technology Support Center (WITSC) was established September 2, 2016, through a cooperative agreement between the United States Department of Labor (USDOL) and the State of Maryland, Department of Labor, Licensing, and Regulation (MDLLR). WITSC was envisioned as a collaborative body offering state WIOA partners technical assistance as they implement the law’s vision of integrated service delivery in areas such as self-service, case management, data exchange, and performance reporting.

WITSC is overseen by a Steering Committee which includes representatives from the federal and state governments, across all WIOA programs. WITSC guiding principles include:

1. a commitment to engage with all WIOA partners in exploring needs and developing technical assistance;
2. an understanding that program needs and business process drive technology decisions; and, finally,
3. while committing to support all state technology models, WITSC will encourage and facilitate future workforce technology systems that are: modular; use agile development, open source code, common standards, and user-centric design; and are integrated through an enterprise-level architecture.

The WITSC Steering Committee has three established strategic goals: 1) promoting increased awareness of program needs and integration issues among WIOA partners, 2) offering technical assistance, and 3) promoting integrated service delivery.

UPDATE

WITSC staff have begun translating strategic goals into tangible products. WITSC products will leverage resources created and available through other NASWA Services product lines. In terms of the awareness building goal, WITSC will develop a webpage incorporating four tools designed to bring transparency and understanding of the “as-is” technological environment. The tools will include:

1. a State Technology Profile – where visitors can view what different state programs use as their technology systems and what type of integration has been achieved;
2. a Vendors and Tools Marketplace – where visitors can view information on existing private, federal and non-profit tools and systems, completed by the owners of the system;
3. an RFP Library – where visitors can view open and archived RFPs at the state and local levels; and,
4. an e-Library – where visitors will be able to upload and search for content such as templates, guidance, PowerPoints, webinars, white papers, press releases, etc.



Initial work has begun, working closely with the Integrity Center, which has several applications that can be tailored to WITSC needs. Specifically, a WITSC e-Library mock-page has been created, but additional design and content curation will take place in the summer. Other key pieces required for building-out these tools is also underway. This includes: a draft glossary of terms and definitions used to cross-tag uploaded materials; research on current systems used by states; an initial vendors and tools list; and finally draft questions to guide the vendors/tools profiles development. Discussions have also taken place to explore how the WITSC landing page will fit within NASWA’s revamped website.

The WITSC Steering Committee met in March 14-15, 2018, in Arlington, VA. The meeting included presentations on tools created by the Rehabilitation Services Administration (RSA) for use by state VR agencies, and a TANF 101 briefing. A portion of the meeting was held jointly with the UI ITSC Steering Committee. This focused on UI ITSC’s Workforce Connect products and a presentation from the National Association of State Chief Information Officers (NASCIO) on their 2018 priorities.

WITSC staff worked on revising the original WITSC Charter. Proposed changes were discussed and adapted at the last Steering Committee Meeting (March 14-15). Staff also prepared and proposed a more detailed operational budget, which was also approved at the March meeting. The operational budget provided for the hiring of several staff. Two positions of Project Manager were advertised and hired between mid-March and June 4. These great additions are Ms. Amber Gaither and Ms. Amy Hiltunen (bios attached). Staff also continues outreach to partner associations critical in facilitating engagement with all WIOA agencies. Meetings have been held with the National Association of State Adult Basic Education Directors, and CSAVR – the Council of State Administrators of Vocational Rehabilitation, as well as attending relevant conferences to gain insight on the technology issues/concerns of WIOA partners.

WITSC staff will next focus on the development of detailed work plans for the online tools project and for training development. The later includes assessing and repurposing current NASWA-created training, leveraging training developed by other organizations (for example the National Association of State CIOs) and identifying additional needs, topics, and delivery methods for new training development. The team will also explore a potential menu of consulting services, conducting an environmental assessment to gauge current demand for services. Finally, staff will develop a strategic communications plan to create messaging for WITSC’s different audiences such as state staff (executive, program, technology, etc.), partner associations (vocational rehabilitation, adult basic education, TANF), and vendors.

The third WITSC Steering Committee meeting is planned for June 7-8, 2018 in Washington, DC. The agenda includes a presentation by APHSA (the national association of TANF Directors) on their WIOA technical assistance efforts, a VR 101 presentation, and a briefing from NAWB/Jobs for the Future on their local workforce technology initiative.

BOARD ACTION

No Board action is requested.

NASWA Awards Proposal

Purpose: To revamp the NASWA annual awards to help increase the level of states participating and build stronger recognition for the award themselves and the winners.

Situation Analysis

Currently, the NASWA's Salute to the Leadership Awards are a nomination based awards program held at the annual conference each year. There are nine different awards named after individuals connected in some way to the respected categories.

Over the years, concerns have grown over the lack of state participation and how to increase recognition of states' accomplishments in workforce initiatives. This has led to the desire to revamp the NASWA Salute to the Leadership Awards.

At the Winter Policy Forum board meeting, a proposal to change the awards from a nomination to a performance process was presented. A healthy discussion was had and the following was expressed by several board members:

- Awards need to recognize performance and innovation
- Concerns with how measures could be accurately reflected
- A one size fits all measurement tool would be tough
- A balance is needed between performance measures and highlighting innovation
- Awards need to tell a story of how states are succeeding
- Fewer awards, but more significant, and have general parameters
- Match awards with priorities, not directed by federal metrics

This feedback was heard and below outlines a new proposal with the intent to accomplish the same goal as listed below.

Goal

Develop a new awards program that increases states' participation and positive recognition to workforce accomplishments at the state level and nationwide.

Proposal

Make the focus of the awards program on promoting state innovation by implementing the following tactics.

Tactic 1—Change the name to “NASWA Workforce Innovation Awards.”

- The mission of NASWA is to enhance the state workforce agencies' ability to accomplish their goals, statutory roles and responsibilities. By changing the name and focusing on workforce innovations at the state level, the awards

ceremony becomes an avenue of promoting the mission and achievements by states not individuals.

Tactic 2—Eliminate all individual awards and only allow awards that highlight innovative solutions, programs and initiatives.

- Committees can either keep their current awards for individuals and award them at the committee level or alter the award to be state innovation focused.
- Proposed awards:
 - Committee level awards (keep current award names or change them ... up to the committees)
 - Equal Opportunity - states highlight an innovative solution or strategy for building equal opportunity.
 - LMI - states innovative strategies for labor market information.
 - Information Technology - states innovation strategies for applying information technology.
 - Veterans (awarded at Veterans conference) - keep as is
 - Board level awards
 - National Business
 - State Excellence Award - overall award recognizing a larger initiative impacting a state
 - President's Award – at their discretion
- Awards being eliminated
 - James F. Wall team award
 - James F. Wall individual award
 - Eagle award

To help create stronger participation and positive awareness of the NASWA awards, it is necessary to reduce the number of awards. Too many awards dilutes the value to the states and for publicity. These awards are either individual based rather state focused.

Tactic 3—Simplify the nomination process and have it consistent for all the awards.

- Build a nomination form to be in a case study format so the end product is a success story that can be shared easily with other states. The format could ask for a write-up about the innovation and projected or current outcomes, and supporting materials such as any marketing or press about the innovation.
- The process needs to be the same for each award so it is easy for states to complete the nomination process.

Tactic 4—All nominations are shared as a “best practice” for other states to follow.

- Create an online portal that is on NASWA.org for all nominations to be shared as a “best practice.”
- Promote during the ceremony for states to view each nomination to learn best practices.

Tactic 5—Strengthen recognition and the prestige of the awards and those nominated.

- Awards focusing on state innovation and successes are more likely to garner media coverage at the local level than individual awards.
- NASWA will do a general press release announcing the awards and referring people and media to the online portal.
- State winners will do their own press and media outreach for their awards.
- The online portal becomes a tool for NASWA to follow up and highlight throughout the year successes from the nominations.
- Split up awards so not all are given at one time.
 - Annual Conference - Board level awards (National Business, State Excel)
 - Winter Policy Forum/Veterans Conference - Committee level awards
 - *This can be mixed up differently, but the idea is to create greater importance of the awards by splitting them up.*

Next Steps

- **May 18:** Email proposal to board (Scott, Renee, Kelly)
 - Review and provide feedback by May 22
- **May 22:** Email proposal to Awards Committee
 - Review and provide feedback by June 1
- **June 6:** Email to executive committee in preparation for board meeting
 - Ask for feedback in preparation for a motion to accept proposal
- **June 11-13:** Proposal presented at Board Meeting
 - Motion to approve
- **June 18-22:** Create new nomination process
- **June 27:** Announce new awards program and nomination deadlines
 - Process for nominations in place and sent out to states
- **July 31:** Nomination deadline
- **August 1-15:** Awards committee select winners
- **August 1-31:** Plan awards ceremony and develop online portal to house nomination success stories

Workgroup vs Committee

Proposal:

Seek approval from the NASWA Board of Directors to make the Communications Workgroup a formal NASWA Communications Committee

Benefits to becoming a committee

- Provides a consistent structure for the communications workgroup
- Promotes sustainability and longevity for the group

Workgroup vs Committee

Changes required to become a committee:

- Board President appoints chair (serve 1 yr term)
- Board President Elect appoints vice-chair (serve 1 yr term)
- Members of committee must be appointed by their state administrator (head of agency)
- Formal minutes for each meeting
- Quorum to vote

Workgroup vs Committee

Goals of Communications Committee

- Focus on States' Best Practices
- Remain free-flowing and flexible
- Encourage participation from all states
- Raise awareness that communications should be agency-centric

Leadership Structure

2018

Chair [Cher Haavind \(CO\)](#)

Vice-Chair [Janelle Guthrie \(WA\)](#)

Leadership Position [Dawn Dovre \(SD\)](#)

Leadership Position [John Dipko \(WI\)](#)

2019 Proposed

Chair [Janelle Guthrie \(WA\)](#)

Vice-Chair [John Dipko \(WI\)](#)

Vice-Chair Elect [Dawn Dovre \(SD\)](#)

Past Chair [Cher Haavind \(CO\)](#)

Board President Delegate [Nate McDonald \(UT\)](#)

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