

## Agency Strategic Plan

## Virginia Employment Commission (182)

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## Mission and Vision

**Mission Statement**

The Virginia Employment Commission's mission is to promote economic growth and stability by delivering and coordinating workforce services to include: policy development; job placement services; temporary income support; workforce information; and transition and training services. To accomplish our mission, we will: partner with our stakeholders; develop and empower staff; improve our processes; embrace innovative solutions and technologies; and continually renew our organization.

**Vision Statement**

Virginia Employment Commission: Virginia's first choice for Workforce Services

## Agency Values

- Achieving – Make a worthwhile contribution to society. Meet the needs of customers.
  - *Identify customer expectations · Deliver on commitments when promised · Take initiative, with a clear business purpose in mind · Pursue work with energy, drive, and a need for completion · Adapt to varying work situations by being flexible and innovative in resolving issues · Seek to improve business processes · Participate in community service*
- Fulfilling – Create an environment for meaningful work, where individual, team, and VEC contributions are recognized, valued, and rewarded.
  - *Work as a team · Develop mutual trust among employees and other stakeholders · Communicate openly, directly, frequently, and tactfully · Participate in decision-making · Encourage sharing of ideas · Continuously learn and develop as individuals, as teams, and as an organization · Share knowledge with others up, down, across, and outside the VEC · Create short-term and long-term wins · Celebrate and reward success · Commit to continuous learning to promote the development of transferable job skills*
- Secure – Provide a safe and secure work environment.
  - *Consider safety and security in all actions and decisions · Account for and protect physical assets and property*

## Executive Progress Report

**Service Performance and Productivity**● *Summary of current service performance*

The Virginia Employment Commission (VEC) measures its service performance through performance measures tied to its mission and strategic goals and objectives, however, the VEC is in transition as a result of state statutory changes. The Virginia General Assembly enacted legislation in 2006 that designated the Governor as the Chief Workforce Development Officer and created the position of Special Assistant to the Governor for Workforce as a cabinet-level position. To help carry out the provisions of this legislation, the Governor's Office for Workforce Development (GOWD) was created. As a result, support formerly provided by the VEC to the Virginia Workforce Council and the Workforce Investment Act (WIA) program in Virginia has transitioned to GOWD. The VEC provides services in three service areas: Job Placement Services (47001); Unemployment Insurance Services (47002); and Economic Information Services (53402). As a result of the creation of the GOWD, two of the VEC's service areas that were in our previous Strategic Plan have been deleted. They were Workforce Development Services (47003) and Workforce Systems Organization (47004). Service performance in the three service areas support the agency's four strategic plan goals, which are: (1) development and implementation of the state workforce system; (2) develop a high performance and customer focused agency workforce; (3) strengthen and expand the agency's internal and external communications; and (4) create efficient and aligned business processes and service delivery systems.

In Job Placement Services the VEC maintained efficient and timely services to employers and job seekers through the largest workforce labor exchange in the Commonwealth in order to match employers' needs with qualified applicants. The VEC leverages resources to also administer the Trade Adjustment Assistance (TAA) Program, the Work Opportunity Tax Credit Program (WOTC), non-agricultural Alien Labor Certification Program, Migrant and Seasonal Farm Workers Program, Local Veterans Employment Representative (LVER) Program, and Disabled Veterans Outreach Program (DVOP).

For the year ending June 30, 2009 the VEC had 459,600 active participants for employment services, including 42,300 veterans, of which 269,400 received staff assisted services, and 197,300 received workforce information services. VEC posted 152,000 job openings from employers and made 391,000 referrals to employer job openings. . Additionally, the VEC received approved TAA petitions for 8,500 individuals, and issued 16,873 WOTC certificates. The measure of success for this area is our Entered Employment Rate of 63%, which represents 152,600 individuals finding new

employment after receiving job placement services from VEC, and the six-month retention rate of 82%, which was above the national GPRA goal.

In Unemployment Insurance (UI) Services the primary emphasis has been the continued redesigning of our business processes and service delivery systems as we transition our UI claims taking functions from in-person claims taking in field offices to Internet filed claims and the taking of claims by telephone in our two call centers. Additionally, enhancements and improvements have been made in on-line service for employers to make it more convenient to register and file quarterly reports through our Internet lfile/lreg system. Overall, for calendar year 2008 the VEC processed 356,000 initial claims for UI benefits, issued over 110,000 non-monetary determinations, paid a total of \$516,600,000 in state UI benefits, and collected \$335,800,000 in tax revenues. The measure of success for this activity is the USDOL standard for prompt payment of UI claims of 87% with actual performance for the 2009 performance year (4/01/2008 to 03/31/2009) of 74.5%. This performance is a reflection of the staffing levels and downturn in the economy, and we are implementing efforts to improve future performance in this area. Staffing was limited throughout the UI Program. With the economic downturn, Virginia has seen a large increase in the UI workload in 2009, and in-turn received corresponding amounts of Federal UI Contingency funds enabling us to hire additional staff.

The next key activity is Administrative Law. The VEC operates a two-tiered appellate system that ensures receipt of fair and impartial hearings and appeals by claimants and employers. Lower authority appeals are heard and decided by the Office of First Level Appeals and higher authority appeals are reviewed, heard and decided by the Office of Commission Appeals. Typically, the Office of First Level Appeals will decide between 15,000 – 18,000 cases per year and as many as 20,000 – 25,000 cases in a heavy workload year. The current economic recession has generated an unprecedented number of disputed claims and subsequent appeals. For example, First Level Appeals received 28,909 appeals and issued 26,399 decisions in the fiscal year that ended June 30, 2007. The Office of Commission Appeals will typically decide 2,500 – 2,800 cases per year, and 3,500 – 4,000 in a heavy workload year; however, the effects of the current recession have also been felt. The Office of Commission Appeals received 4,148 appeals and issued 3,628 decisions in the 2009 fiscal year. The U. S. Department of Labor (USDOL) has adopted a case aging standard as one measure of appeals performance. This measure determines the average age of the total pending cases at the end of each month; however, for performance purposes the USDOL looks at each workforce agency's achievement as of March 31 of each year. The 12-month period ending each March 31 is known as the federal measurement year. The current standard is 30 days for lower authority appeals and 40 days for higher authority appeals. Effective March 31, 2009 the average age for the First Level Appeals caseload was 40.6 days and the average age for the Commission Appeals caseload was 34.7 days.

Another objective under this goal is to provide comprehensive and timely workforce and labor market information to support all of Virginia's workforce activities. The Virginia workforce and labor market information system is an essential part of the economic infrastructure, providing information about employment, jobs, and workers to a wide range of users. The VEC collects, analyzes and publishes data for use by employers, job seekers, policy makers, analysts, economic developers, economists and planners. The State Data Center, which develops Virginia's population projections and is the repository of census information, is another of the VEC's economic information programs.

In 2008, the VEC issued 25 press releases covering unemployment rates and nonagricultural wage and salary employment. VEC economists prepare economic forecasts and analyze recent trends for inclusion in various agency publications. Two capabilities of the EIS Division are economic impact analyses using the Impact Analysis for Planning Model and Geographic Information Systems mapping. Staff provides economic and demographic information and analysis on request, or customers may access labor market information through Virginia Workforce Connection on the website (<http://www.VirginiaLMI.com/>). The measure of success for this activity is the computation and release to the public of the statewide unemployment rate and the rates for all Virginia cities and counties that is done according to the schedule established by the USDOL.

- *Summary of current productivity*

Our continued refinement of call centers provides greater efficiencies and economies of scale to improve customer service.

Additional efforts to improve productivity include the following:

- Implemented electronic payments of unemployment insurance benefits and 98% of claim filers now enroll in either direct deposit or in the Virginia debit card program in order to receive benefit payments electronically.
- Established two Regional processing Centers to move non-phone activity from our Customer Contact Centers (CCCs) to increase telephone claims taking capacity in the CCCs and thereby improve service levels.
- Increased the number of employers who filed mass claims on behalf of their employees, instead of requiring VEC staff to travel to the employer's site to take claims in-person.
- Implemented enhancements to the Internet weekly claim application for UI Benefits that will reduce the amount of staff time needed to obtain additional facts from the claimant for issues that are detected during the weekly claim filing process.
- Opened six UI Express Centers in areas with high unemployment to help offset the increased UI claims workload that the economic downturn has placed on our VEC Workforce Centers and Customer Contact Centers.

- Opened 11 Reemploy Virginia Centers, using Federal Recovery Act funds, to expand the capacity of the workforce system to provide reemployment services to claimants during the economic downturn.

### Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

The VEC has continued the redesigning our business processes and service delivery systems. With ongoing system enhancements and process refinements we are increasing the emphasis on our Customer Contact Centers and the Internet delivery channel to provide greater efficiencies and economies of scale to improve customer service. In 2009 claims taking activity was approximately 60% by Internet, 16% by telephone, 14% were mass claims taken by field office staff or filed on-line by the employer, and 10% are in-person claims filed in our field offices.

In 2006 the VEC began a multi-year UI Modernization Project to replace aging Benefit, Tax, and Wage Records automated systems. VEC submitted a Request For Proposal in July 2008, and vendor proposals are in the final stages of contract negotiation and finalization as of September 2009. The UI Modernization is a key factor to our continuous improvement in UI performance. It is intended to provide VEC with the capability to provide real-time updating capability to the employer and claimant communities, and to improve the timely and accurate processing of claims, payments, non-monetary determinations, computation of tax rates, charges to employer accounts, and posting of wages. The system will provide improvements to the prevention and detection of overpayments, provide more effective reports, and eliminate the need for duplicate data entry.

- *Summary of Virginia's Ranking*

The Job Placement Service performance measure results for Entered Employment Rate of 63% was just below the national GPRR goal of 64%. The Unemployment Insurance Service performance measure results for prompt payment of UI claims of 74.9% is below the national average of 84.4%.

According to the VEC's Virginia Economic Indicators, Virginia should experience a less severe downturn than the nation. Virginia benefits from the significant and growing federal government employment presence here and the large amount of employment in the still expanding health care and higher education sectors. Construction and manufacturing have been hard hit. There are foreclosures and still-to-be-completed housing developments and shopping centers. About the only retailers expanding are a few "big box" nationwide discount chains that emphasize low prices. The General Motors and Chrysler bankruptcies have prolonged the current recession. Virginia shortly will have only one vehicle assembly plant, the Volvo heavy truck plant in Dublin, but it has a number of suppliers to General Motors, Chrysler, and other vehicle producers. The cancellation of dealer franchises will hit especially hard in rural areas where these dealers were deeply involved in their respective local communities. We anticipate the unemployment rate will continue to increase over the next few years, but keep its historic relationship of being 65 to 75 percent of the national jobless rate.

The number of unemployed will continue to increase from 2008 levels and peak far above unemployment levels that we have experienced in recent years, and will gradually decrease, but will trail the expected recovery of the economy. We expect a similar trend with participants in employment services programs, whose numbers have increased dramatically throughout 2009 from levels experienced in 2008.

- *Summary of Customer Trends and Coverage*

As the economy in Virginia fluctuates, so does the demand for the job placement services as well as the demand for unemployment insurance services rendered by VEC. With the unemployment rate relatively high throughout the state, there are increased demands for services for unemployed workers, including reemployment services. As the economy improves, there will be an increased demand on the VEC to provide recruitment assistance to employers.

There has been an increase in transition employment services provided to veterans and returning members of the National Guard. Our Veterans Representatives are increasingly providing these services on military sites through the veterans' Transition Assistance Program.

The age of the agency's workforce continues to be a concern. During the past fiscal year, we had 34 employees retire. As of July 1, 2009, 199 employees were eligible for unreduced retirement. However, previous internal surveys have shown that many potential retirees do not plan to retire when eligible. The average age of our classified staff is 53. The VEC continues to be aware of the importance of developing and implementing plans to foster the transfer of knowledge to potential future leaders as well as developing their leadership skills. In order to meet the current workload, our classified staff is supplemented by a significant number of wage employees.

### Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

The key principles in building the workforce system are: flexibility in responding to the labor market needs; streamlined services; empowering customers; universal access; stronger private sector role; and greater state and local accountability. Services must be streamlined by integrating multiple employment and training program service delivery through the Virginia Workforce Network Centers. With the increasing Congressional, General Assembly and Gubernatorial interest in workforce system building and program consolidation and coordination, the VEC must be

responsive to these issues and directives.

In the future we expect to have fewer service delivery locations, reductions in staff, and reductions in the basic services provided in our field offices. The VEC closed three field offices and reduced staff in 2005, and closed an additional four field offices in 2008 with further staff reductions. In 2009, however, we experienced a temporary expansion in our service delivery capacity. With the economic downturn, VEC had a dramatic increase in the UI workloads, and has in turn received corresponding amounts of UI Contingency funds. These funds have enabled us to hire a considerable number of additional staff, in our Customer Contact Centers and Field Offices. In April 2009 we opened six UI Express Centers in high claims locations in Virginia to help offset the tremendous claims workload that the economic downturn has placed on our VEC Workforce Centers and Customer Contact Centers. In September 2009 we opened eleven Reemploy Virginia Centers using Federal Recover Act funds to expand our system capacity to provide reemployment services. We anticipate closing the Express Centers in FY 2010 as the economy improves, UI workloads decrease, and UI Contingency funding ends. We anticipate closing the Reemploy Virginia Centers in FY 2010 as the Recovery Act funds must be obligated by September 30, 2010. During 2010 to 2012 we expect decreases in Federal funding and increases in operating costs, especially in the IT area, that will lead to further office closures and reductions in staff. This will result in a greater reliance on “self-service” and further reductions in the staff-assisted services provided to customers.

VEC will continue to transition from in-person UI service delivery in our field offices to taking claims via the Internet and by telephone through our call centers.

- *Summary of Potential Impediments to Achievement*

Expected reductions in Federal funding from Wagner-Peyser (JS), UI, and LMI will impact program operations.

#### Service Area List

Service Number	Title
182 470 01	Job Placement Services
182 470 02	Unemployment Insurance Services
182 470 03	Workforce Development Services
182 470 04	Workforce System Organization Services
182 534 02	Economic Information Services

#### Agency Background Information

##### Statutory Authority

Job Placement Services (47001)

Virginia Unemployment Compensation Act, Section 60.2-113 (Employment Stabilization) – Directs the VEC to establish a viable labor exchange system to promote maximum employment for the Commonwealth of Virginia with priority given to those workers drawing unemployment benefits.

Wagner-Peyser Act of 1933 – Directs the establishment of a national network of public labor exchange offices operated by the States, but funded by the Federal government through the United States Department of Labor.

Migrant and Seasonal Agricultural Worker Protection Act – Establishes guidelines and regulations for processing agricultural and seasonal job orders, and for registering farm labor contractors and their employees.

Small Business Job Protection Act of 1996.

Trade Adjustment Assistance (Trade Act of 1974, as amended) – Establishes programs to assist individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries.

North American Free Trade Agreement (NAFTA) – Establishes programs to assist individuals who have become unemployed as a result of increased imports from, or shifts in production to, specifically Canada and/or Mexico.

Job for Veterans Act – Federal legislation that provides guidance on regulations that require priority of service to military veterans by US Department of Labor-funded workforce programs.

Job Counseling, Training, and Placement Services for Veterans (38 U.S.C. 4100) – Establishes the organization structure for the delivery of employment services to military veterans; requires preference be given to veterans by Federal contractor; establishes Uniformed Services Employment and Reemployment Rights Act (USERRA) for veterans.

Title 38 of the United States Code, Chapter 41, governs the operations of the nationwide Employment Service agencies in serving as contractors for the national programs of Disabled Veterans' Outreach Program (DVOP) and Local Veterans

Employment Representatives (LVER).

Public Law 107-288 amends Title 38 to revise and improve employment, training and placement services to veterans.

Public Law 100-379 (29 U.S.C. §2101 et. seq.), The Worker Adjustment and Retraining Notification Act of 1988

Immigration Reform and Control Act of 1986 – Federal legislation that was passed to control unauthorized immigration to the United States. This is the legislation that established the “I-9” process.

Unemployment Insurance Services (47002)

Social Security Act of 1935 (42 U.S.C. § 500 et seq.)

Virginia Unemployment Compensation Act (Section 60.2 Code of Virginia)

Federal Unemployment Tax Act (26 U.S.C. § 3300 et seq.)

### Customers

Customer Group	Customers served annually	Potential customers annually
Employer	189,000	225,000
Federal, State, and Local Government Entities	302	400
General Assembly	40	140
Governor	1	1
Incumbent Workers	3,800	10,000
Job Seekers	460,000	4,100,000
Local Elected Officials	200	900
Local partners	100	400
Secretaries of Education, Health & Human Resources and Public Safety	3	3
Secretary of Commerce & Trade	1	1
State partners	5	15
State, regional & local economic development professionals	50	150
Trade Act Participants	13,000	140,000
Unemployed Worker	356,000	41,000,000
US Department of Labor (National and Regional)	2	2
Veterans Program Participants	42,000	786,000

#### *Anticipated Changes To Agency Customer Base*

Employers:

According to the VEC's Virginia Economic Indicators, Virginia should experience a less severe downturn than the nation. Virginia benefits from the significant and growing federal government employment presence here and the large amount of employment in the still expanding health care and higher education sectors. Construction and manufacturing have been hard hit.

Job Seeker:

The number of customers remotely accessing job placement services is expected to continue to increase with the Virtual One-Stop (VOS) system that was implemented in 2007.

Unemployed Worker:

Historically as the economy improves, the number of unemployed workers is expected to decrease, resulting in fewer unemployment claims being filed. This should result in the unemployed worker returning to the labor force more quickly and a reduction in the average number of weeks that they are paid benefits. Service to the unemployed worker will be increasingly performed using the Internet and by telephone, with our Customer Contact Centers, as the agency reduces the

number of field offices, throughout the state.

**Partners**

<b>Partner</b>	<b>Description</b>
Business organizations, such as Chambers of Commerce, and others	
Dept. of Housing and Urban Development	
Economic Development Partnership	
Employer Advisory Committees (EACs)	
Federal Reserve	
Governor	
Internal Revenue Service	
Local Elected Officials	
Local Government Entities	
Local school systems	
Local Workforce Investment Boards (16)	
Migrant and Seasonal Farmworker Advisory Board	
Nine State Agencies that partner in the One Stop Delivery System (DRS, DBVI, DSS, DOE, VCCS, DHCD, DOA, DOLI and DBA)	
Other Governmental Agencies	
Other States	
Secretary of Commerce and Trade	
State and local economic development offices and agencies	
State Employment Security Agencies nationwide	
U.S. Department of Labor	
Universities	
Virginia Department of Taxation	
Virginia General Assembly	
Virginia Workforce Council	
Voluntary local and state partners in workforce development	Examples of voluntary partners include, but are not limited to: Faith-based organizations; Economic development agencies and organizations; Veterans organizations, such as VFW, American Legion, DVA, and others
Workforce Investment Act One-Stop Centers	

**Products and Services**

- *Description of the Agency's Products and/or Services:*  
Current Products and Services

The Virginia Employment Commission provides strategic business services to employers and job seekers, who have universal access to a myriad of workforce services that assist in both securing and retaining employment or in finding qualified workers to fill jobs. Workforce system building efforts and service delivery are provided in the context of the

important link with economic development.

The Virginia Employment Commission provides a number of strategic business services such as:

#### Workforce Information Services

The VEC provides Workforce Information Services as a product that is available to the general public, Governor, Virginia Workforce Council, Local Workforce Investment Boards, State Agencies, U.S. Department of Labor (USDOL), and other governmental entities. Workforce Information Services, includes the following:

Operation of a Shared Management Information System. The new web-based Virtual One-Stop (VOS) is a management information system that integrates the Workforce Investment Act, Wagner-Peyser Act, Trade Act, and Labor Market Information programs into a single unified system that is customer focused with data collection as a by-product of service delivery. This system contains operational data used by the workforce system, such as job orders, case notes, jobseekers, employers, program information, and labor market information. This system maintains the most current, up-to-date workforce information. By sharing data, a citizen or employer only has to register once within the workforce system and can receive services via any one-stop center, the Internet, or using the VEC's Customer Contact Center.

#### Workforce Data Collection Analysis

Workforce information products and services focus on activities in six high-priority activity areas: (1) populate the Workforce Information Database (WID); (2) produce long-term state- and regional-level industry and occupational employment projections and short-term state-level forecasts; (3) develop occupational analyses products; (4) provide information and support to state and local Workforce Investment Boards (WIBs); (5) maintain and enhance electronic state workforce information delivery systems; and (6) support state workforce information training activities. The WID database for Virginia (Virginia Workforce Connection), allows employers, WIBs, agencies, and workers to obtain more in-depth information for formulating plans, curriculums, career decisions and work/training opportunities. The long- and short-term industry and occupational employment projections are often used to assist clients/students in making career, education, and training choices. Additionally, the VEC implements the US DOL Workforce Information Grant.

Products developed to provide information and support to state and local WIBs are: Community Profiles- an accurate, valid, and consistent document that fulfills state/federal mandates for strategic planning and decision-making; LMI Tools- a web application that displays workforce data; and LED OnTheMap- gives aid to WIBs, economic developers, and business in their efforts to expand Virginia's industry base and strengthen competitiveness. It allows users to analyze business, employment and commuting patterns, and aids in establishing a better economic picture of an area. Specialized reports, graphs, and charts are developed upon request. These may include GIS maps, statistical data, and analysis of specialized areas of study. Impact studies, outlook reports, and studies of specific occupations or industries are also available by request.

#### Workforce Development

The VEC actively supports and participates in the creation of a statewide system of comprehensive and satellite one-stops that will result in employers, workers, and job seekers having a single point of entry for workforce and career services.

VEC as a lead partner in the state workforce system administers the following workforce employment programs:

Job Service (JS); Unemployment Insurance (UI), including the work search; Reemployment Services Orientation (RSO) program and Reemployment and Eligibility Assessment (REA) program for UI claimants; Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representative (LVER) programs; Trade Adjustment Assistance (TAA) program; Work Opportunity Tax Credit (WOTC) and Welfare-to-Work Tax Credit (WtWTC) program; and Migrant and Seasonal Farm Workers (MSFW) and Agricultural Placement Program. (Note: TAA is an employment and training program.)

Services are delivered through a 3-tiered service strategy for labor exchange Job Service services and VEC administered programs for employers, workers, and job seekers. The levels include: (1) self-service, (2) facilitated self-help services, and (3) staff assisted services. Levels (1) and (2) are generally offered through well-equipped Resource Rooms and via the Internet. Our VOS system provides a search capability for statewide listings of job openings and is accessible from our Resource Rooms and via the Internet. All other VEC sponsored web accessible information systems are available on the VEC website.

Employers and job seekers have universal access to a myriad of services from VEC that assist in both securing and

retaining employment, or in finding qualified workers to fill job vacancies. These services are available to employers and job seekers at no cost.

Employers have access to the state's largest pool of qualified workers and job seekers and related services to support their workforce and economic development needs. Such services include:

- Assistance in finding qualified workers, including job listing and applicant screening services;
- Providing and coordinating interview facilities;
- Participate in, provide information on, and provide referral to business start-up, retention, and expansion services;
- Information on and referral to customized training programs;
- Information on labor markets, workplace accommodations, and tax credits for new hires.
- Opportunities for individual attention through our network of Tax Representatives located throughout the state. This can include education in employers' obligations under federal and state laws regarding unemployment insurance to ensure employers are knowledgeable and positioned to operate their businesses to meet these requirements.
- Convenient on-line services for registering and quarterly reporting through Ifile/Ireg systems;
- Opportunity to have on-site mass claims taking for the convenience of their employees and their business operations;
- Information briefings, assignment of workforce transition teams, layoff aversion strategies and assistance with setting up an on-site Resource Center.

Workers and Job seekers have universal access to services designed to prepare them for job search, job advancement, and/or career change. Veterans of military service who are seeking employment receive priority consideration in these services. Such services include:

- Access to the state's largest database of job openings;
- Job, career, and skill self-assessment tools and other assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers; and
- Information on and/or direct assistance obtaining occupational and on-the-job training available through the system.
- Convenient user-friendly service for unemployed workers to have claims for unemployment compensation processed through the Internet, through either of two Customer Contact Centers, or through our network of local offices throughout the state. Further, efforts are made to continuously increase the quality of service delivery by providing timely handling of claim eligibility issues and the prompt payment of benefits when due. Additionally, prompt, convenient information on the status of claim activity is provided to the unemployed worker through a telephonic Interactive Voice Response system.

Additionally, customers of the Virginia Workforce Network centers are provided core services including Job Placement and Unemployment Insurance Services, along with core services of other partner agencies.

For Trade Participants and Veterans, when it is determined through initial assessment that the individual is unable to obtain or retain employment through core services, these intensive services may be provided based upon established policies on priority of services. These intensive services include:

- Comprehensive and specialized assessments of skill levels and service needs that may include in-depth interviewing to identify employment barriers and employment goals,
- Development of an individual employment plan to identify the employment goals and appropriate combination of service for the participant to achieve the employment goals,
- Group counseling, Individual counseling and career planning,
- Case management for customers seeking training services, and
- Short-term prevocational services, including development of learning skills, communication skills, punctuality, personal maintenance skills and professional conduct to prepare individuals for unsubsidized employment or training.

In addition, Veterans are provided with outreach activities for the purpose of locating candidates who could benefit from intensive services and market these services to potential clients in programs and places such as the following:

- Vocational Rehabilitation and Employment (VR&E)
- Homeless Veterans Reintegration Project (HVRP).
- Department of Veterans Affairs (VA) hospitals and Vet Centers.
- Homeless shelters
- Civic and service organizations
- Partners through the Workforce Investment Act (WIA)
- State Vocational Rehabilitation Agencies
- Capacity building of other service providers and awareness of Veterans Programs
- Advocacy services for Veterans

Also, for Trade Participants, when it is determined through interview, evaluation, assessment, or case management that the individual is to obtain or retain employment through intensive services, they may then receive:

- Occupational skill training, including training for non-traditional employment,
- On-the-job training,



- Programs that combine workplace training with related instruction, which may include cooperative education programs,
- Training programs operated by the public and private sector,
- Skill upgrading and retraining,
- Entrepreneurial training,
- Job readiness training,
- Adult education and literacy activities provided in combination with other skill training services listed above.

For individuals losing their job in a mass layoff situation, the VEC will assist in the WIA Rapid Response effort by providing services such as:

- Job Search Assistance, which may include accessing community resources, job application and resume preparation, assessing accomplishments and skills, resume development lab, interviewing skills, effective interviewing techniques, practice interviewing lab and coping with job loss. These services are available through Rapid Response in a group format.
- Assistance in coordinating the mass filing of Unemployment Insurance claims and the registration for Job Services.
- Labor Market Information, including Emerging and Demand Occupations. Job Postings are also made available through multimedia and technology.

#### Economic and Workforce Information

Our Economic Information Services Division provides a number of products and services such as:

Collect and report to the Bureau of Labor Statistics the following labor market information:

- Local Area Unemployment Statistics
- Covered Employment and Wages
- Current Employment Statistics
- Occupational Employment Statistics and Wages
- Mass Layoff Statistics

Lead state agency in federal-state State Data Center cooperative program. The VEC's State Data Center is a repository of census information and develops Virginia's population projections.

Compile and transmit approximately 42 federally mandated UI reports to the U.S. Department of Labor.

Update and maintain the Labor Market Web Site, Virginia Workforce Connection, and WID database:

- The Labor Market Information Web Site includes the monthly unemployment press release, the monthly non-farm employment press release, annual summary analysis press release, LMI Tools, occupational wage sources, population projections, Virginia's Top 50 Employers, Characteristics of the Insured Unemployed, Characteristics of the Job Applicants, Startup Firms, Industry by Size, Unemployment Insurance Payments, Educational Program Completers, Local Employment Dynamics Program, Community Profiles, 2000 Census Data, Affirmative Action Planning Data, and various publications.
- Virginia Workforce Connection is designed to provide access to various elements of labor market information collected and stored in Virginia's database, which is structured around the WID format. The information helps gauge Virginia's status in areas such as economic development, career counseling, curriculum development, creation of training programs, and community growth studies.

Develop and distribute the following publications/products:

- Monthly Unemployment Press Release, Jobs Press Release, and Annual Summary Analysis
- Virginia Economic Indicators: A quarterly publication that depicts the movement of Virginia's key economic indicators in graphic and tabular form with accompanying narrative analysis.
- Economic Assumptions for the United States and Virginia: An annual publication with economic forecasts and reviews of recent trends for the nation and state.
- Occupation Profile: A web application that provides labor market information for over 900 occupations. Information includes education and training, job duties, skills, related occupations, employment outlook and wages for states and WIAs.
- Mid-Atlantic Guide to Information on Careers (MAGIC): The new version of the MAGIC tabloid includes more information on Rapid Response and Dislocated Workers, in addition to the standard career development and job hunting information pertinent to all WIA clients in Virginia.
- Community Profiles: The graphic overview of economic and demographic information includes reports for the state, workforce investment areas, counties and cities, congressional districts, and the MSAs.
- The Forum: A newsletter that contains information on training, new and upgraded products, an order form for products, and informational articles, graphs and charts. It is sent out to each of the WIBs.
- Virginia Job Outlook: Contains data on occupations with the greatest number of annual openings broken out by education level. The annual number of openings and the average annual salary are given for the top 15 occupations in each education level.
- Virginia Business Resource Directory: A comprehensive guide to the types of assistance available to current and

prospective business owners. This publication focuses on the key business areas of management, money, and marketing.

- Virginia Labor Market Information Directory: This directory is a list of publications, newsletters, summaries, career development products, and data delivery systems available at the VEC.
- Top 50 Employers: A web application that compiles the fifty largest employers by the state, county, city, planning district commission, workforce investment area, and MSA.
- One page facts sheets for: Education Pays (illustrates the relationship between education, earnings, and unemployment); Eight Keys to Employability; Jobs with Fast Growth, High Pay, and Low Unemployment; and the Ten Most-Wanted Skills.
- High School Graduate vs. High School Dropout bookmarks and pocket resumes are updated each year and sent to the WIBs to be handed out to clients.
- Three posters have been developed, produced, and distributed, upon request, to WIBs: Workplace Skills Needed, Interview Tips, and Visualize: Starting Your Own Business.

Perform economic analyses and studies:

- Determine areas of substantial unemployment for the State and WIBs.
- Conduct customer satisfaction survey.
- Develop, produce, and distribute Industry and Occupational Employment Projections on State and WIB level.
- Conduct analyses for WIB Demand Plans.
- Use new skills-based projections system to identify skills supply, demand and potential gaps.
- Perform analyses of military base closings and expansions.
- Conduct economic impact studies using IMPLAN model.
- Conduct UI Trust Fund analysis and provide legislative support.
- Prepare workload projections.
- Provide support and analysis for profiling program.
- Conduct geo-coding of local offices, UI recipients.
- Conduct agricultural wage surveys and compile the data to calculate prevailing wage data for each agricultural activity in each geographic area and to produce reports for ETA.

Develop material and give presentations to various workforce and economic development professionals.

Staff various workforce committees and organizations and attend associated meetings.

- ***Factors Impacting Agency Products and/or Services:***

**Reduction in Federal Funding**

Continued reductions in Federal funding in the Job Service and Unemployment Insurance programs will impact the delivery of services to customers in those programs. VEC has implemented various initiatives to streamline services and continues to explore alternate methods of service delivery. However, we anticipate office closures and staff reductions during the 2010 to 2012 period.

**Increased Operating Costs**

During 2008 to 2010 VEC operations were relocated from several existing VEC field offices to GOWD comprehensive one-stop centers with long-term leases. The costs of these centers charged to VEC is significantly higher than the costs of operations in VEC field offices. Accordingly, VEC will have less staff in comprehensive one-stop centers to provide services to an increasing number of customers. Increased operating costs on our Information Technology (IT) infrastructure resulting from the Transformation to the VITA-Northrup-Grumman partnership also has a negative impact on the services we are able to provide to our customers.

**Increased Demand for Services**

Statewide use of the Virginia Workforce Network is expected to increase employer, workers and job seeker demand for VEC services, along with services for other workforce programs in the Virginia Workforce Network. Requests for VEC Job Service and Unemployment Insurance services will continue to expand as the size of the workforce and the number of employers continues to grow, and the need for more localized, detailed and up-to-date workforce information.

**Changes in Expectations**

Federal legislation to reauthorize the Workforce Investment Act of 1998 (WIA) could impact all workforce development programs that are operating in one-stop centers. The Trade Adjustment Assistance (TAA) Program was dramatically expanded with its reauthorization in 2009.

**Retirement of Key Staff**

VEC, like nearly all other agencies and many businesses, is facing the retirement of long-term, key staff as the "baby-boomers" approach retirement age. The successful transfer of knowledge and expertise to the next generation of agency leaders is critical to the Agency's ability to fulfill its mission and objectives.

Age of Automated Systems

Automated management information systems for the Finance and Unemployment Insurance programs are old and require replacement for effective administration of the programs. The VEC has begun major initiatives to replace these systems. Business requirements are under development by program staff. VEC is concerned that these costs are unsustainable.

Increased Cost of Information Technology (IT)

The statewide initiative to consolidate and standardize the IT resources of all agencies under the Virginia Information Technology Agency (VITA) has resulted in significant cost increases that have already impacted all programs at the VEC.

- *Anticipated Changes in Products or Services:*

While products and services to the public are likely to remain unchanged, the delivery methods are likely to change. The VEC will continue to explore and implement effective means of service delivery, and will consolidate efforts where possible to eliminate redundancy and to more efficiently deliver services to all customers. We also expect to increase the use of self-help services for employers, job seekers, and UI claimants.

**Finance**

- *Financial Overview:*

Agency Financial Resources Summary:

The Virginia Employment Commission is normally funded by the Unemployment Trust Fund and federal administrative and benefit grants. Most non-general funds (88.1% in 2011 and 85.1% in 2012) are appropriated for unemployment benefits. However, in 2012, the agency will require general funds totaling \$22 million to pay interest to the Federal Government on Trust Fund loans needed to pay unemployment benefits.

- *Financial Breakdown:*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$974	\$1,910,385,974	\$974	\$1,910,385,974
Change To Base	-\$974	\$163,120,000	\$43,999,026	-\$262,480,000
Agency Total	\$0	\$2,073,505,974	\$44,000,000	\$1,647,905,974

*This financial summary is computed from information entered in the service area plans.*

**Human Resources**

- *Overview*

Human Resources Overview

As of July 1, 2009 the Virginia Employment Commission has a maximum employment level (MEL) of 865 classified positions, with 810 positions filled. The VEC has 415 wage employees as of July 1, 2009 and 342 wage FTE as of June 30, 2009. The VEC has 54 contract workers as of June 30, 2009.

The VEC currently has a Central Office in Richmond, two Customer Contact Centers, one Regional Office, 33 Field Offices, six UI Express Centers, eleven Reemploy Virginia Centers, and numerous non-VEC sites where we are required to send our staff so that other organizations can claim to be comprehensive one-stop centers, although it is in-name only.

- *Human Resource Levels*

Effective Date	9/1/2009	
Total Authorized Position level	865	
Vacant Positions	-55	
<b>Current Employment Level</b>	<b>810.0</b>	
Non-Classified (Filled)	0	breakout of Current Employment Level
Full-Time Classified (Filled)	798	
Part-Time Classified (Filled)	12	
Faculty (Filled)	0	

Wage	415	
Contract Employees	54	
<b>Total Human Resource Level</b>	<b>1,279.0</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

#### Factors Impacting Human Resources

Because of the current economic conditions and the availability of stimulus funds we have experienced and continue to expect a rise in our employment level. Our classified employment level has increased by 43 employees since July 1, 2008.

The age of the agency's workforce continues to be a concern. During the past fiscal year, we had 34 employees retire. As of July 1, 2009, 199 employees were eligible for unreduced retirement. However, previous internal surveys have shown that many potential retirees do not plan to retire when eligible. Currently, the average age of our classified staff is 53. The VEC continues to be aware of the importance of developing and implementing plans to foster the transfer of knowledge to potential future leaders as well as developing their leadership skills.

We have identified positions that are difficult to fill at the VEC. Those are:

- Hearing Officers (Hearing Legal Services Officer I)
- Disabled Veterans Outreach Program (DVOPs) and Local Veterans Employment Representative (LVERs) (Program Administrative Specialist I)
- Farm Placement Specialists (Program Administrative Specialist I)
- Tax Representatives (Financial Services Specialist I)
- Selected Information Technology positions

- *Anticipated HR Changes*

#### Anticipated Changes in Human Resources

Over the past year we have seen any increase in our classified staff of 43 employees. Classified staff is supplemented by a significant number of wage employees. While the downturn in the economy continues, we expect to see some increase in our employment level. When the current influx of stimulus funds expires and the economy turns around, we anticipate a drop in employment. Turnover for the period beginning July 1, 2008 and ending June 30, 2009 was less than 8%.

Our current challenge is to meet our productivity goals and continue providing excellent customer service. To do so, we have added additional offices in geographic areas of high unemployment and added staff to our call centers. We will continue to monitor economic conditions, workload statistics and funding to predict how our staffing levels may be affected.

In addition, we must develop employees that are capable of leading the agency in the future. We continue to use our Learning Management System/Knowledge Center to provide a variety of professional development opportunities to our staff and to track progress toward professional development goals and objectives.

## Information Technology

- *Current Operational IT Investments:*

#### IT Current State and Issues

##### Introduction

VEC's IT Department is a matrix organization of IT managers, project managers, systems analysts, database administrators, and programmers who partner with and support other departments in achieving the agency's mission, vision and goals through the effective and efficient use of technology.

The IT Department embraces the Enterprise Architecture framework as defined by the National Association of State CIOs and is working toward documenting its business, information, technology, and solution architectures. Specific attention is being given to documenting and implementing the technology architecture which consists of these architectures: access, information, application, security, privacy, integration, and systems management.

In 2007 VEC had thirteen IT staff certified as Project Management Professionals, and these individuals are now qualified to lead major and minor VEC IT projects.

## Systems/Applications

VEC's IT Department supports 80 IBM mainframe sub-systems (some 25+ years old) and 70 client/server sub-systems that augment the mainframe applications. These sub-systems, hosted by the Virginia Information Technology Agency (VITA) and third-party vendors, support Unemployment Insurance, Employment Services, Finance and General Services, Workforce Investment Act and Economic Information Services business units. Virginia Interactive LLC (a subsidiary of NIC) hosts the agency's Internet-based Unemployment Insurance claim filing application, the Virginia Department of Taxation hosts the Employer Tax Filing and Registration application (IFile/IReg) and Geographic Solutions hosts the Virginia's Electronic Labor Market Access (VELMA).

During FY2009 VEC automated systems processed \$100 million/month in benefit payments which were disbursed to 54,000 applicants for unemployment insurance benefits/month. In addition, during recently completed calendar quarters, the computerized unemployment insurance tax system processed over \$600 million in unemployment insurance tax payments and served 190,000 employers.

## Issues

1 - Unemployment Insurance System. VEC's mainframe Unemployment Insurance System (UI) consists of the following applications: Benefits and Tax (implemented in 1985 and 1986) and Wage (implemented in the early 1970's). The design of these applications and business processes are based on common business practices and the technology of that time and were created before personal computers. The limited nature of the mainframe text-only interface is now seriously constraining the agency from being able to fulfill its mission of providing temporary income support with the service levels expected by 21st century clients.

Because of the age of the systems and the risk involved when changes are required, the system, or an element of the system, could fail, and failure of any one of the systems would have a catastrophic impact on employers or claimants.

Recent problems in the national economy have resulted in abnormally large increases in Unemployment nationwide, as well as in Virginia. The computer systems supporting the Unemployment Insurance program are extremely stressed in attempting to accommodate this additional workload, resulting in abnormally long wait times for citizens to obtain Unemployment Insurance services. Additionally, federally mandated changes to the Unemployment Insurance program resulting from the "America Recovery and Reinvestment Act of 2009 (H.R. 1)" will take months to implement due to the antiquated nature of the VEC computer systems, resulting in additional delays for these important benefits.

2 - Financial Management System. The Virginia Employment Commission's (VEC) financial personnel and management have struggled for many years with a federally approved but archaic financial management system known as the State Employment Security Cost Accounting System (SESA). SESA, supplemented by many manual processes, remains capable of meeting most of the required Federal reporting, however the COV and management requirements for day-to-day operations of the SESA and the "bridges" written and maintained to try and address these requirements are simply not sufficient. The existing system is overly complex, inflexible, fragile, and is not user friendly. The "system" consists of many disjointed applications and data spreading across the mainframe, several Microsoft Access databases, and over many sets of spreadsheets. Each of these components is held together through a labyrinth of manual processes.

VEC's core accounting system is one developed for State Employment Security Agencies in 1969 using the business processes and the technology of that time and was created before the existence of personal computers. The current system's technology (COBOL/VSAM) falls under the Transitional/Contained category of the Commonwealth's Enterprise Technical Architecture (ETA), thereby making it a candidate to migrate to Strategic technologies for compliance with the Commonwealth's ETA.

3 - IT Funding. Reduced federal funding would reduce the opportunities to make more investments in automation and in keeping up with technological changes.

4 - IT Costs. VEC's cost for its IT infrastructure (hardware, software, network, telecommunications) has risen significantly as a result of the VITA/NG transformation. VEC expects these costs to continue to rise, and these increased costs forces VEC to reduce expenditures for its programs and services that benefit the Commonwealth's citizens. It is also anticipated that as agencies move their applications from the mainframe, those agencies remaining on the mainframe will incur higher charges per transaction.

5 - Data Access Control and Data Management. Currently VITA/NG have control of data access for the client/server environment. VEC, as owner of the data, needs to control and manage its data. Control of data and databases by a third-party increases the risk of illegal data access, data loss, and data breaches which could damage, harm, and discredit the agency.

6 - Security and Identity Management. Even with security policies, procedures, and monitoring in place and being

followed, there is still the possibility of a security breach. Security monitoring and control and identity management need to occur on a daily basis. VEC must address security within the on-going transformation changes that will occur within the state during the next few years. VEC needs to be in compliance with all VITA security standards and guidelines and to have a comprehensive IT security program.

7 - Quality and Quantity of customer service. Customer service and customer service delivery may decline because of reduced funding, increased IT costs, and VEC's loss of control and flexibility over its IT infrastructure. Prior to the transformation, VEC was continuing to lower its IT infrastructure costs.

8 - Web Services/Web-based Systems. Critical need to transition all systems and applications from the mainframe environment to a client/server environment in order to offer more progressive and efficient self-service delivery services, in order to have more flexibility in system design and development, in order to mitigate the risk of mainframe rates rising significantly as more users go from the mainframe to client/server, and in order to have more opportunities for taking advantage of proven and emerging technology.

9 - Disaster Recovery Plan. Need to expand and improve the IT disaster recovery plan in order to reflect the transformation and in order to reduce downtime in the event of a disaster.

10 - Transitioning staff from a mainframe environment to a client/server environment. VEC's 27+ year-old mainframe applications and systems will be modernized and moved to a client/server environment. VEC's IT staff, while proficient in COBOL and other mainframe technologies, must learn the client/server environment and associated technologies.

11 - IT Staff (Training and Loss). IT staff need to be trained in client/server technologies. Once COBOL, mainframe-oriented IT staff are trained in client/server technologies, there will be a risk of losing staff because they will have more marketable and in-demand skills. In addition, as staff leaves or retires, there is an agency loss of business intelligence and technical expertise.

12 - Project Management Expertise. VEC needs to continue to grow and strengthen its project management expertise and to go toward the development of a Project Management Office.

13 - IT Continuous Improvement and Measured Performance. VEC needs to measure, analyze, improve, and control its IT processes and functions for continuous improvement. VEC needs to define and document the value IT brings to the agency and to set goals and measurable objectives that use technology as a tool for achieving its mission, vision and goals—as well as the mission and goals of the Commonwealth.

14 - Emerging Technology. IT needs to devote more time in researching and exploring emerging technology in order to be able to adopt this technology as appropriate for delivering more and efficient/effective services.

- *Factors Impacting the Current IT:*

Factors Impacting Information Technology

VITA/NG Transformation Mandate. VEC continues to go through Transformation; however, several factors are preventing VEC from completing this effort by the end of 2009. They are:

1. VEC has a significant increase in workload due to the economic downturn. This leaves less staff time to be devoted to transformation activities. In addition, VEC's network specialist were removed from the agency and transferred to VITA at the beginning of transformation.
2. VEC has had to deal with competing priorities; such as COOP, ARMICS, ProSight (new PM regulations), Security Program, Disaster Recovery, Application portfolio, applications governance, data standards, etc. All of these efforts require VEC IT input and there is limited time IT staff has to devote to all of these mandates or requests
3. VEC has a very complex network infrastructure to transform as VEC is heavily entrenched in Novell. VEC's Novell eDirectory has more than 80 attributes needed by VEC's applications and provisioning system and the Commonwealth's Active Directory has only a few of these needed attributes. NG has stated that the COV AD cannot be expanded. This means that if VEC went with the COV AD, they would have to modify hundreds of applications and their provisioning system. The alternative to this is for VEC to maintain their eDirectory and sync it up to the COV AD. A VEC proof of concept (POC) is in progress to ensure that this model will resolve VEC's security and application issues. NG will also be doing a POC. This POC must be finalized and approved by VEC prior to VEC committing to other messaging transformation activities
4. VEC has taken back the password reset and assign from the COV Help Desk because VEC needed an almost immediate turnaround on these requests—due to the hiring of over 300 new staff within the last few months to handle the workload
5. VEC continues to ask that their Operations/Print remain at VEC. The cost of O/P remaining at VEC is much more expensive than before transformation; however, this mission-critical service must remain on site in order for VEC to accomplish its mission
6. VEC is currently initiating two major projects—with the planning stage to commence in 2009. Preparation for these

projects takes VEC staff away from transformation activities and,

7. VEC is standing up many Express Offices, RES Offices, and several 1-Stops. Again, this takes staff effort away from transformation.

VEC has taken significant steps in trying to meet transformation deadlines. VEC has done the following:

1. Assigned 1 full-time Security Officer to this project
2. Assigned 1 full-time Project Manager to this project
3. Hired a contractor (\$133,564.80) to do the Directory Proof of Concept
4. Assigned the AITR 60% to this project
5. Assigned the Hardware Specialist 30% to this project
6. Hired a wage employee to assist the hardware specialist
7. Assigned additional Help Desk functions to current IT staff—3 additional staff giving 10% of their time to help desk functions
8. Assigned the data architect 20% to this project
9. Assigned other IT staff to this project for 5-10% of their time

These foregoing costs for implementing transformation pale in comparison to the current and future increased network infrastructure cost now being paid by VEC. Because of the recession, VEC has some additional funding; however, after the recession, VEC will divert back to limited federal funding. VEC does not believe it will be able to sustain the current level of IT cost and expenditures.

NG has also discontinued providing VEC with LAN Administration services or Application Services (such as starting an application if it aborts/stops). At one time, 2 NG/VITA staff was doing this function. NG is now only supporting servers. VEC will need to obtain additional staff, or relocate staff to take care of these dropped functions.

The Secretary of Technology had said in March of 2009 that transformation would cause "no harm" to any agency; however, at VEC this statement is proving to be the reverse. VEC supports the Transformation concept; however, it has taken and continues to take our network infrastructure backwards. VEC already had a MPLS network and was reducing the network cost significantly. We also had plans to implement VOIP—these plans were stopped when transformation began. Lastly, VEC would be able to perhaps understand the high cost for NG services if the agency was truly receiving better and superior service, however, this is not the case. To date, NG services have been average or below and are not meeting VEC's expectations—or the expectations as sold to the legislature.

Lower Federal Funding and Increased Cost. The VEC is wholly funded by grants from the U.S. Department of Labor. With any federal budget reductions the VEC has fewer funds available to operate its programs. With increased costs as a result of transformation, increased demand for services, unbudgeted mandates, and escalating costs, the funding of Information Technology (IT) is a very serious issue facing the agency. Dealing with this issue requires that agency leaders and stakeholders understand the strategic value of IT and use technology efficiently and effectively and look for ways to creatively fund IT projects outside of normal funding.

Statewide Economic Recession. Extensive modifications have been required to VEC IT automated systems as a result of the economic recession. Federally mandated extensions to the number of benefit weeks paid out are resulting in numerous complex changes to the automated systems that support the Unemployment Insurance Benefits program.

Commonwealth and Other Unfunded Mandates. The agency is required to participate in, and conform to, numerous programs and mandates that come with no additional funding for staff. Staff that would otherwise be focused on fulfilling the agency's mission is allocated to programs such as COOP, ARMICS, Enterprise Architecture, Application Governance, One-stops, etc.

VITA Staff Allocation. Staff who, based on their skills and roles, were moved to VITA or NG have left significant skill gaps in the agencies. This is due to the fact that within the smaller enterprise of the agency the skills of these staff were applied more broadly to support various agency activities. Within the scope of their current defined roles as Partnership employees they are not available for the same functions, and are often no longer even on sight. This has resulted in the need for agency application development staff to take on software configuration and administration roles that were not formerly their responsibility, again with no additional headcount to accommodate the increased workload.

- *Proposed IT Solutions:*  
Anticipated IT Changes

VEC's business architecture will be supported by integrated, web-based, client/server, and self-service IT systems.

VEC is going from a mainframe environment to a client/server environment. The major client/server systems to be implemented within the several years are defined below:

1-Unemployment Insurance System. The VEC will partner with a vendor to develop and implement an integrated, non-proprietary, web-based, client/server Wage, Tax, and Benefits system. VEC's modernized UI system will demonstrate Business Value in terms of the following dimensions:

#### Constituent Service

The modernized UI system will:

- Be secure, user-friendly, and heavily self-service based
- Deliver accurate, complete, timely, up-to-date, and secure benefit, tax, and wage information, reports, and services--for meeting customer needs and expectations
- Improve the speed of decisions on customer claims

#### Operational Efficiency

The modernized UI system will:

- Meet functional, performance, reliability, availability, serviceability, localization, portability, maintainability, testability, extendibility, and retainability standards as defined by the business and technology users
- Support multiple channels of service delivery, produce accurate statistical recordation and reporting and optimize the agency's human resources
- Use proven technology that is adaptable, scalable, flexible, enduring, and affordable--technology that is easily maintained and expanded by existing staff
- Be built upon policy, standards, and guidelines documented in the enterprise architecture's domains of business, information, technology and solutions. These domains ensure and support data principles, data sharing, application integration, and a service oriented architecture where business defines and drives the system functionality—with quality and appropriate deliverables

#### Strategic Alignment

The modernized UI system will:

- Increase accessibility to government by improving upon the web access already available to employers and the unemployed of Virginia. Web access will comply fully with Department of Rehabilitative Services standards for accessibility and will be tied into new, real time systems that will extend the breadth of services offered as well as reducing the time required to process requests.
- Facilitate IT collaboration and partnerships by implementing a new Service Oriented Architecture that will provide for open, secure access between VEC systems and other agencies. When a requirement exists, and proper authorization is obtained, interfaces to VEC systems will be able to be built in a fraction of the time and cost of current interfaces.
- Ensure a trusted and reliable technical environment because it will be designed, in partnership with VITA, to ensure that fail over, backup, and recovery technologies are implemented commensurate with the requirements of a benefits system that pays out over \$372 million/yr in annual unemployment benefits and collects over \$542 million/yr in unemployment taxes. In addition, security will be designed into the model of the system, eliminating the use of social security number from all public-facing and routine-workload modules. Modern technologies for data security will be incorporated from the design out to ensure role-based and minimum-required-access approaches to data access.
- Create a reputation of performance for technology because this project is being executed under the Project Management Institute's regimen for project management best practices. Regular dashboard status reporting will be implemented and IV&V's will be scheduled throughout the life of the project to monitor performance and expenditures. This application will be built with new, but proven, technologies which will provide greater transparency for audits while improving ease-of-use for the user.
- Increase workforce productivity through the use of technology since key goals of this project deal with increasing workforce productivity. These include: 1) Reducing the number of steps required to access and act on information in all areas of the system. 2) Improve the efficiency of UI knowledge workers by tightly integrating online forms processing with the system - in many cases reducing turnaround time on interactions with the public and allowing an individual case worker instant access to all correspondence on record with a client.

2-Financial Management System. The VEC currently relies on a 40 year old accounting system for its financial management reporting needs. The system does not completely meet the agency's needs and is very expensive to maintain due to the now obsolete technologies involved in its construction. The VEC will replace this system with a modern integrated COTS solution that will meet both the Commonwealth's requirements and the VEC's United States Department of Labor federal reporting requirements. The replacement Financial Management System (FMS) will demonstrate business value in the following dimensions:

#### Constituent Service

The VEC's Financial Management System will support workforce functions that impact hundreds of thousands of Virginia's citizens and businesses annually by providing direct support for the delivery of services to:

- Unemployment Insurance clients
- Employers
- Job seekers
- The under-employed



### Operational Efficiency

The Financial Management System will provide the following operational efficiencies:

- Shorter workflow cycle times to provide services
- Increased efficiency for VEC accountants and Cost Center Managers
- More timely responsiveness to financial information requests
- Improved stability and reliability
- Reduced Information Technology (IT) support costs
- Less vulnerability to a modestly documented system and aging workforce

### Strategic Alignment

The Financial Management System will support Commonwealth of Virginia Strategic Plan Goal 3-Ensure a trusted and reliable technical environment ,and Goal 4-Create a reputation of performance for technology, by addressing the following critical issues identified in the COV Strategic Plan:

#### 1. Re-engineering business processes.

The FMS will provide a more streamlined and efficient method of providing management with financial information in a timely manner by reengineering our current methodology to adopt best practices where practical, and to support financial aspects of the modernized Unemployment Insurance system

#### 2. Good Stewardship & accountability in use of public funds.

The FMS will provide better reporting, particularly transactional, and more timely financial information that will enable management to better manage the funds and assets entrusted to the agency.

#### 3. Improve internal controls.

The FMS will improve internal controls to reduce the amount of time necessary to produce reliable financial information with a high level of integrity.

#### 4. Provide cost effective and efficient services.

The FMS will reduce the level of man-power necessary to, 1) prepare and post journal entries, 2) review and reconcile account balances and, 3) provide the required amount of programming support necessary to keep the system operational

#### 5. Improve planning methods.

The FMS will reduce the amount of time and cost necessary to prepare information and provide expanded reporting capability to put management in a better position to manage resources.

#### 6. Meet increasing service demands with fewer resources.

The FMS will respond efficiently to new demands put on the system, which the current system is unable to do in many cases. Currently, it is not uncommon for manual means to be required to address needs.

#### 7. Changing workforce and changing skill set requirements

The FMS will reduce vulnerability to turnover and obsolete technologies by replacing the current system with a technologically current COTS solution from a well-established vendor.

- *Current IT Services:*

### Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$0	\$10,546,858	\$0	\$10,705,061
Changes (+/-) to VITA Infrastructure	\$0	\$2,102,096	\$0	\$0
<b>Estimated VITA Infrastructure</b>	\$0	\$12,648,954	\$0	\$10,705,061
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$0	\$3,041,731	\$0	\$3,100,000
Non-agency IT Staff	\$0	\$688,059	\$0	\$725,000
Other Application Costs	\$0	\$2,854,828	\$0	\$3,000,000
<b>Agency IT Current Services</b>	\$0	\$19,233,572	\$0	\$17,530,061

*Comments:*

[Nothing entered]

- *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$16,892,726	\$0	\$17,354,873
Non-major IT Projects	\$0	\$0	\$0	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
<b>Total Proposed IT Investments</b>	<b>\$0</b>	<b>\$16,892,726</b>	<b>\$0</b>	<b>\$17,354,873</b>

- *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$0	\$19,233,572	\$0	\$17,530,061
Proposed IT Investments	\$0	\$16,892,726	\$0	\$17,354,873
<b>Total</b>	<b>\$0</b>	<b>\$36,126,298</b>	<b>\$0</b>	<b>\$34,884,934</b>

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

**Capital**

- *Current State of Capital Investments:*

Current State / Issues

The VEC has 31 field offices, 2 Customer Contact Centers, a Central Office, and a Warehouse facility.

The Commission owns nine facilities, while the remaining facilities are leased.

The VEC owned facilities are the Central Office, the Covington Field Office, the Newport News Field Office, the Norfolk Field Office, the Williamsburg Field Office, the Lynchburg Field Office, the Harrisonburg Field Office, the Fishersville Field Office, and a vacant office in Petersburg, which will soon be transferred to the City of Petersburg.

The VEC currently has a blanket capital project, of approximately \$1 million, to make changes to our field offices to facilitate common intake service delivery and the establishment of One-Stop Centers. In order to establish One-Stop centers, we need to reconfigure the space to accommodate partners and their programs. We have recently requested permission to expand the use of this blanket project for office closing and moving expenses. In addition, we have a general umbrella project for expenses related to the closing of field offices.

- *Factors Impacting Capital Investments:*

VEC will need to undertake some maintenance projects to properly maintain our owned facilities.

We anticipate closing some of our field offices and going to Local Workforce Investment Area One Stop facilities.

- *Capital Investments Alignment:*

Our planned capital investments will allow the agency to properly maintain the facilities it owns and close offices necessary to meet our budgetary constraints. This aligns with our mission of delivering coordinated workforce services.

In order to deliver coordinated services we need to properly maintain our owned facilities, where our services are delivered. In addition, we need make the best use of our available space to improve efficiency. Our capital investments also align with agency's strategic direction of providing streamlined services.

## Agency Goals

### Goal 1

Contribute to the development and implementation of the state workforce system.

#### Goal Summary and Alignment

A well-prepared, skilled, and available workforce is among the most critical factors in economic growth. By developing a seamless and integrated workforce development system, the VEC will utilize and leverage its resources through a one-stop career center network that provides a single point of entry for employers, workers and job seekers. Additionally, the workforce development system will eliminate duplication of services, enhance participation, accommodate the demand needs of employers and improve customer satisfaction. This aligns with Virginia's long-term objective to be a national leader in the preservation and enhancement of our economy.

#### Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.

### Goal 2

Develop a high performance and customer focused agency workforce.

#### Goal Summary and Alignment

Current and projected reductions in federal administrative grants puts the VEC in a position where it must restructure and reorganize to meet workforce system program demands, with reduced funding. Program and technical knowledge transfer is a key component for becoming a "learning organization" where information and knowledge are freely shared to sustain and enhance VEC service areas, while concurrently supporting personal career development. Our challenge will be to place the right people, with the right skills, at the right place, and at the right time to help preserve and enhance the economy throughout the Commonwealth.

#### Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.

### Goal 3

Strengthen and expand the agency's internal and external communications.

#### Goal Summary and Alignment

By developing a comprehensive agency communication plan that includes multiple methods and avenues of dissemination and reception of information, the VEC will more effectively partner with its various stakeholders. Additionally, by employing a dynamic and diverse external communications strategy, the VEC will increase the awareness, confidence and engagement of stakeholders in the workforce development system. The communications strategies will align with and support the Commonwealth's vision for the future and the VEC's Strategic Plan. Our commitment is to use the vision, mission and values, to drive and implement business decisions and to align employees' work to our vision. We will publicize performance measures and monitor progress, to hold individuals, teams, divisions and the agency accountable for results. In doing so, we will better inform citizens and engage with them to ensure we serve their interests.

#### Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.

### Goal 4

Create efficient and aligned business processes and service delivery systems.

#### Goal Summary and Alignment

By evaluating and redesigning its service delivery systems to embrace innovative solutions and incorporate proven best practices, the VEC will be positioned to effectively respond to the increasing demands for workforce services. Meeting these demands is critical to satisfying the needs of Virginia's employers while preparing workers to fully and productively participate in the 21st Century workforce. Leveraging available technologies and implementing recognized best practices will permit the Commonwealth to more efficiently allocate its resources while continuing to meet or exceed performance

measures and customer expectations.

#### **Goal Alignment to Statewide Goals**

- Be a national leader in the preservation and enhancement of our economy.

#### **Goal Objectives**

- We will ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements in the following agency administrative areas: • Human Resource Management • Government Pro

*Link to State Strategy*

- nothing linked
-

## Service Area Strategic Plan

## Virginia Employment Commission (182)

3/13/2014 11:18 am

Biennium: 2010-12 ▼

## Service Area 1 of 5

## Job Placement Services (182 470 01)

## Description

## Service Area Description

The Job Placement Services area implements programs and processes that provide assistance to employers, who are seeking to hire qualified workers and to workers who are seeking employment.

- The Employment Service (or Job Service), established by the Wagner-Peyser Act of 1933, makes available job search assistance to individuals, and recruiting and referral services to employers.

- Services to employers include screening and referring applicants for job vacancies, and providing critical labor market information for business and economic planning. Employers may participate in local Employer Advisory Committees in order to become aligned closer with VEC and give feedback on the delivery of services.

- Services to workers include job referral and placement, referral to training, and job search skills building activities.

Services are available universally to anyone eligible to work in the United States.

- VEC leverages resources to administer special programs and services for job seekers and employers that provide job placement services for special groups, including:

o Veterans Programs. Through the Local Veterans Employment Representative (LVER) Program and Disabled Veterans Outreach Program (DVOP), VEC provides case management, placement assistance, and transition services for veterans of military service, regardless of when the service occurred. Veterans of the U.S. military receive priority of service, in accordance with Federal law and regulations, in all of the job placement services.

o Trade Adjustment Assistance (TAA) Program. TAA provides assistance to workers and business who are impacted by U.S. import/export policies that result in downsizing a workforce or going out of business, including: case management, placement assistance, training, and income support.

o Foreign Labor Certification Program provides services to employers and to agricultural and non-agricultural foreign workers seeking temporary or permanent employment.

o Rapid Response Assistance. VEC provides reemployment and unemployment insurance services, as part of the Rapid Response Program administered by the Virginia Community College System (VCCS), to displaced workers from businesses who are downsizing a significant number of workers, or who are going out of business, and provides support to the impacted business as well.

o Work Opportunity Tax Credit Program provides services to employers who hire long-term welfare recipients.

o Provision of services to migrant and seasonal farm workers.

Also, included are the administrative and support services necessary to support the functions of this service

## Background Information

## Mission Alignment and Authority

- Describe how this service supports the agency mission

This service area directly aligns with the VEC's mission of promoting economic growth and stability in the Commonwealth by providing job placement assistance and services. To accomplish the mission, the partnerships with other workforce development stakeholders will be strengthened, staff will be empowered and given opportunities to develop and enhance their skills, and innovative ways to use technology to enhance the delivery of services will be explored.

- Describe the Statutory Authority of this Service

Virginia Unemployment Compensation Act, Section 60.2-113 (Employment Stabilization) directs the VEC to establish a viable labor exchange system to promote maximum employment for the Commonwealth of Virginia with priority given to those workers drawing unemployment benefits.

Wagner-Peyser Act of 1933 – Directs the establishment of a national network of public labor exchange offices operated by the States, but funded by the Federal government through the United States Department of Labor.

Workforce Investment Act of 1998 – Establishes a framework for the seamless delivery of workforce services to businesses and citizens from federally funded workforce agencies through a network of one-stop locations.

Migrant and Seasonal Agricultural Worker Protection Act – Establishes guidelines and regulations for processing agricultural and seasonal job orders, and for registering farm labor contractors and their employees.

Small Business Job Protection Act of 1996

Trade Adjustment Assistance (Trade Act of 1974, as amended) – Establishes programs to assist individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries.

North American Free Trade Agreement (NAFTA) – Establishes programs to assist individuals who have become unemployed as a result of increased imports from, or shifts in production to, specifically Canada and/or Mexico.

Jobs for Veterans Act – Federal legislation that provides guidance on regulations that require priority of service to military veterans by US Department of Labor-funded workforce programs.

Job Counseling, Training, and Placement Services for Veterans (38 U.S.C. 4100) establishes the organization structure for the delivery of employment services to military veterans by the United States Employment Service; requires preference be given to veterans by Federal contractors; establishes Uniformed Services Employment and Reemployment Rights Act (USERRA) for veterans.

Immigration Reform and Control Act of 1986 – Federal legislation that was passed to control unauthorized immigration to the United States. This is the legislation that established the “I-9” process.

Worker Adjustment and Retraining Notification Act – Federal legislation that offers protection to workers, their families, and communities by requiring notice 60 days in advance of covered plant closings and covered mass layoffs. “Rapid Response” services are automatically triggered by WARN.

§2.2-435.6 and 2.2-2670 of the Code of Virginia include the 7 VEC programs in the Virginia Workforce Network and articulate expectations for statewide coordination and collaborations, in this regard.

**Customers**

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Job Seekers	Job Seekers	460,000	4,100,000
State, regional & local economic development professionals	State, regional & local economic development professionals	50	150
Trade Act Participants	Trade Act Reemployment Services Recipients	13,000	140,000
Trade Act Participants	Trade Act Training Participants	5,000	140,000
Veterans Program Participants	Veterans Program Participants	42,000	700,000

*Anticipated Changes To Agency Customer Base*

Factors Impacting Customer Base:

Continue to enhance technologies for system automation to streamline the delivery of services to customers with efficient use of staffing resources.

Development of operational procedures to accommodate newly implemented system services.

Anticipated Customer Change:

The number of customers accessing job placement services should increase as technology is employed to make such access easier and unrestricted by location and traditional office hours of operation. The diversity and the spectrum of customers should also increase with integration of WIA and Wagner-Peyser applicant data systems, labor market information and employer and business services.

The Trade and Globalization Adjustment Assistance Act of 2009 made amendments to the Trade Act Program that will significantly expand its customer base. The 2009 Act overhauls the Trade Act program and expands program coverage to more workers and firms, including workers and firms in the service sector, and improves workers' opportunities for training, income support, health insurance coverage, and reemployment services.

**Partners**

Partner	Description
Business organizations, such as Chambers of Commerce and others	
Employer Advisory Committees (EACs)	
Local Workforce Investment Boards (16)	
Mandatory state program	Workforce Investment Act (WIA) partners, which include, but are not

partners in the Virginia Workforce Network.

limited to: Virginia Department of Rehabilitative Services · Virginia Department of Social Services · Virginia Community College System

Migrant and Seasonal Farmworker Advisory Board

State and local economic development offices and agencies

Veterans Employment and Training Services for Virginia (VETS)

Virginia Workforce Council

Voluntary local and state partners in workforce development.

Examples of voluntary partners include, but are not limited to: Faith-based organizations · Economic development agencies and organizations · Veterans organizations, such as VFW, American Legion, DVA, and others

### Products and Services

- *Factors Impacting the Products and/or Services:*

Expected reductions in Federal funding during 2010 to 2012 will negatively impact products and services. Since 2002 the VEC has received supplemental state funding, in the form of Reed Act funds, for the Job Service Program to offset Federal funding levels in order to provide basic levels of services. The Virginia General Assembly appropriated the last remaining Reed Act funds in the 2008 to 2010 biennium state budget (July 1, 2008 to June 30, 2010), after which we will have no more state supplemental funds available. Federal base grants have been flat-funded for the past 12 years despite increasing operating costs. VEC is actively managing our budget situation, and is using organizational and program redesign initiatives, business process improvement measures, and cost reduction strategies.

The agency's long-range organizational redesign efforts will include reductions in the size of our workforce and in the number of our field offices. VEC closed offices and reduced staff in 2005 and in 2008. However, in March 2009, VEC received Recover Act funds to temporarily expand the system capacity to provide employment services to a greater number of participants during the economic downturn. To accomplish this, the VEC hired additional staff and opened additional service delivery sites, however, the Recover Act funds must be obligated by September 30, 2010. When Recover Act funds are expended and State supplemental Reed Act funds cease, we anticipate reducing our agency workforce and service delivery sites back down to our 2008 levels or below.

The Workforce Investment Act of 1998 (WIA) has been up for reauthorization in Congress since 2003, and any resulting legislation that may occur, could impact the resources available to VEC to deliver job placement services.

The Governor is required by legislation to develop a strategic plan for workforce development for the Commonwealth. It is the responsibility of the Senior Advisor for Workforce Development to oversee the implementation of this plan. Goal One of the strategic plan calls for "substantial structural reform through consolidation, and streamlining and integrating workforce policy and services for business, workers, and job seekers". As a major deliverer of workforce services in Virginia, it is likely that the VEC will be impacted in some manner as this element of the strategic plan is implemented.

As the economy in Virginia fluctuates, so does the demand for the job placement services rendered by VEC. With the unemployment rate relatively high, there are increased demands for transition services for job seekers and assistance in finding the next job. When the economy improves, there will be an increased demand on the VEC to provide recruitment assistance to employers. VEC must balance these demands of its customers.

- *Anticipated Changes to the Products and/or Services*

VEC continues to explore technology to the fullest extent possible to allow employers and job seekers to access the job placement services of the Agency. Financial and human resources will continue to be limited. It is projected that despite reduced resources, VEC will be asked to serve an ever-increasing number of customers, placing a heavier demand on existing staff. Given this condition, the use of available technology will be maximized.

VEC will aim to consolidate efforts where possible in order to eliminate redundancy and to more efficiently and effectively deliver services to all customers.

VEC continues to explore and develop self-help services for employers and job seekers who need minimal staff assistance to satisfy workforce service needs.

VEC, like nearly all other agencies and many businesses, is facing the retirement of long-term, key staff as the "baby-boomers" approach retirement age. The successful transfer of knowledge and expertise to the next generation of agency leaders is critical to the Agency's ability to fulfill its mission and objectives.

Federal and state legislation could significantly impact the products and services of the VEC, and the method of delivering these products and services

- *Listing of Products and/or Services*

- Employers have access to the state's largest pool of qualified workers and job seekers and business related services to support their workforce and economic development needs. Such services include: - Assistance in finding qualified workers, including job listing and applicant job matching services; worker retention and other technical assistance. - Provide and coordinate interview facilities; - Participate in, provide information on, and provide referral to business start-up, retention, - and expansion services; -Information on and referral to customized training programs; and - Information on labor markets, workplace accommodations, and tax credits for new hires.
- Job seekers have universal access to services designed to prepare them for job search, job advancement, and/or career change. Veterans of military service who are seeking employment receive priority of services. Such services include: - Access to the state's largest database of job openings; - Job, career, and skill self-assessment tools and other assessment services; - Career, job, and labor market information; - Resume writing software and support materials; - Directories of human service agencies and employers; and - Information on and/or direct assistance obtaining occupational and on-the-job training and job retention assistance available throughout the system.
- For Trade participants and Veterans, initially the VEC provides these customers with core Job Placement services, Unemployment Insurance services, and refers them to core services of other partner agencies in the one-stop system. When it is determined through initial assessment that the individual Trade Participant or Veteran is unable to obtain or retain employment through core services, then the following intensive services will be provided based upon established policies on priority of services. - Comprehensive and specialized assessments of skill levels and service needs that may include in-depth interviewing to identify employment barriers and employment goals. - Development of an individual employment plan to identify the employment goals and appropriate combination of service for the participant to achieve the employment goals. - Group counseling, Individual counseling and career planning. - Case management for customers seeking training services. - Short-term prevocational services, including development of learning skills, communication skills, punctuality, personal maintenance skills and professional conduct to prepare individuals for unsubsidized employment or training. For Trade participants: when it has been determined, by interview, evaluation or assessment or case management, that Trade participants are unable to obtain or retain employment through intensive services, they may receive: - Occupational skill training, including training for non-traditional employment, - On-the-job training, - Programs that combine workplace training with related instruction, which may include cooperative education programs, - Training programs operated by the private sector, - Skill upgrading and retraining, - Entrepreneurial training, - Job readiness training, - Adult education and literacy activities provided in combination with other skill training services listed above, and
- For Veterans: the VEC conducts outreach activities with the purpose of locating candidates who could benefit from intensive services and market these services to potential clients in programs and places such as the following: - Vocational Rehabilitation and Employment (VR&E) - Homeless Veterans Reintegration Project (HVRP). - Department of Veterans Affairs (VA) hospitals and Vet Centers. - Homeless shelters - Civic and service organizations - Partners through the Workforce Investment Act (WIA) - State Vocational Rehabilitation Agencies -Capacity building of Other service providers and awareness of Veterans Programs - Advocacy services for Veterans
- For Employers through Rapid Response, the VEC provides Information briefings on VEC services in our Job Placement, Unemployment Insurance, and Economic Development areas, and assistance with setting up an on-site Resource Center. For individuals through rapid response, the VEC provides the following services: - Job Search Assistance may include accessing community resources, job application and resume preparation, assessing accomplishments and skills, resume development lab, interviewing skills, effective interviewing techniques, practice interviewing lab and coping with job loss. Note – The GOWD took over responsibility for the Rapid Response Program from the VEC. - Assistance is provided in coordinating the mass filing of Unemployment Insurance claims and the registration for Job Services. - Labor Market Information will be furnished to all registrants, including Emerging and Demand Occupations. Job Postings will also be made available through multimedia and technology.

## Finance

- *Financial Overview*

The Virginia Employment Commission is normally funded by the Unemployment Trust Fund and federal administrative and benefit grants. Most non-general funds (88.1% in 2011 and 85.1% in 2012) are appropriated for unemployment benefits. However, in 2012, the agency will require general funds totaling \$22 million to pay interest to the Federal Government on Trust Fund loans needed to pay unemployment benefits.

- *Financial Breakdown*

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	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund								
Base Budget	\$487	\$953,820,375	\$487	\$953,820,375								
Change To Base	-\$487	\$81,560,000	\$21,999,513	\$131,240,000								
Service Area Total	\$0	\$1,035,380,375	\$22,000,000	\$822,580,375								
Base Budget	\$487	\$953,820,375	\$487	\$953,820,375								
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**Human Resources**

- *Human Resources Overview*  
Human Resources Overview

As of July 1, 2009 the Virginia Employment Commission has a maximum employment level (MEL) of 865 classified positions, with 810 positions filled. The VEC has 415 wage employees as of July 1, 2009 and 342 wage FTE as of June 30, 2009. The VEC has 54 contract workers as of June 30, 2009.

The VEC currently has a Central Office in Richmond, two Customer Contact Centers, one Regional Office, 33 Field Offices, six UI Express Centers, eleven Reemploy Virginia Centers, and numerous non-comprehensive one-stop centers, although it is in-name only.

● *Human Resource Levels*

Effective Date	7/1/2009	
Total Authorized Position level	865	
Vacant Positions	55	
<b>Current Employment Level</b>	<b>810.0</b>	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	798	
Part-Time Classified (Filled)	12	
Faculty (Filled)	0	
Wage	415	
Contract Employees	54	
<b>Total Human Resource Level</b>	<b>1,279.0</b>	<i>= Current Employment Level + Wage and Contract Employees</i>

● *Factors Impacting HR*

Because of the current economic conditions and the availability of stimulus funds we have experienced and continue to expect a rise in our employment level. Our classified employment level has increased by 43 employees since July 1, 2008.

The age of the agency’s workforce continues to be a concern. During the past fiscal year, we had 34 employees retire. As of July 1, 2009, 199 employees were eligible for unreduced retirement. However, previous internal surveys have shown that many potential retirees do not plan to retire when eligible. Currently, the average age of our classified staff is 53. The VEC continues to be aware of the importance of developing and implementing plans to foster the transfer of knowledge to potential future leaders as well as developing their leadership skills.

We have identified positions that are difficult to fill at the VEC. Those are:

- Hearing Officers (Hearing Legal Services Officer I)
- Disabled Veterans Outreach Program (DVOPs) and Local Veterans Employment Representative (LVERs) (Program Administrative Specialist I)
- Farm Placement Specialists (Program Administrative Specialist I)
- Tax Representatives (Financial Services Specialist I)
- Selected Information Technology positions

● *Anticipated HR Changes*

Over the past year we have seen any increase in our classified staff of 43 employees. Classified staff is supplemented by a significant number of wage employees. While the downturn in the economy continues, we expect to see some increase in our employment level. When the current influx of stimulus funds expires and the economy turns around, we anticipate a drop in employment. Turnover for the period beginning July 1, 2008 and ending June 30, 2009 was less than 8%.

Our current challenge is to meet our productivity goals and continue providing excellent customer service. To do so, we have added additional offices in geographic areas of high unemployment and added staff to our call centers. We will continue to monitor economic conditions, workload statistics and funding to predict how our staffing levels may be affected.

In addition, we must develop employees that are capable of leading the agency in the future. We continue to use our Learning Management System/Knowledge Center to provide a variety of professional development opportunities to our staff and to track progress toward professional development goals and objectives.

**Service Area Objectives**

- We will match citizen job seekers and workers with the jobs available and in demand in the employer community by providing a well-trained workforce through the collaborative efforts of a state workforce system.

**Objective Description**

Measure and report the number of job seekers, regardless of current employment status at the time of registration with VEC, who successfully find new employment after receiving job placement services from the VEC. This objective demonstrates the result of the efforts to provide assistance in obtaining and retaining employment by job seekers, and in assisting employers in finding qualified workers for their job vacancies. This objective also aligns with the second of the eight stated long-term objectives for Virginia: Be a national leader in the preservation and enhancement of our economy.

#### Alignment to Agency Goals

- Agency Goal: Create efficient and aligned business processes and service delivery systems.

#### Objective Strategies

- Educate all Field Operations staff of central office and local office functions. Promote VEC and partner services, and educate business and local officials of workforce services. • Promote workforce and economic development collaboration to develop and identify job placement and job referral opportunities for job seekers and employers, respectively. • Establish system strategy for better resource utilization in provision of services to job seekers and employers. • Recruit, retain, and assign qualified staff to deliver quality customer services based on defined performance standards and competencies. • Better utilize available technology in the delivery of workforce services. • Enhance the primary operations and programs of local office operations to be user-friendly and efficient so that current resources can support them.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Wagner-Peyser Entered Employment Rate

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: Baseline measures are negotiated annually with USDOL. For the current performance cycle, the following measures will apply: Wagner-Peyser Entered Employment Rate: 59.7% (National range: NA)

Measure Target Value:  Date:

Measure Target Description: Exceed current performance measures by 5%.

Data Source and Calculation: Jobseeker data will be entered into the Wagner-Peyser automated system. The Entered Employment Rate calculation will be the ratio (%) of job seekers who enter employment to the total number of jobseekers who received their last service from the VEC during the quarterly report periods. Also reported will be the actual number of job seekers who are used to calculate the Entered Employment rate, (Effective July 1, 2005, due to change to reporting imposed by the US Department of Labor, the official ETA 9002 report will not reflect the entered employment rate for persons who are already employed when registering for services from VEC.

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Service Area Strategic Plan

Virginia Employment Commission (182)

3/13/2014 11:18 am

Biennium: 2010-12 ▼

Service Area 2 of 5

Unemployment Insurance Services (182 470 02)

Description

The Unemployment Insurance Services Area implements programs and processes that provide temporary income assistance to qualified individuals who become unemployed or are faced with reduced employment. The main objectives for this Service Area are to alleviate hardship for the unemployed, prevent unemployment, promote reemployment and provide stability to the economy.

→The Unemployment Insurance System was created by the Social Security Act of 1935 in response to chaotic economic conditions created by the “Great Depression.” The program was established and continues today as a joint partnership between the states and the federal government. It is administered by states with oversight by the U.S. Department of Labor. The federal government collects the Federal Unemployment Tax (FUTA) to administer the state-run Employment Security Programs nationwide. The states are required to collect state unemployment taxes that are placed in a Trust Fund from which benefits are paid to eligible unemployed workers. Federal law provides certain requirements and guidelines but individual states determine many requirements related to eligibility, benefit levels, and tax rates for employers.

In addition to the state Unemployment Insurance Program this Service Area administers the following federal temporary income assistance programs:

- UCFE – Unemployment Compensation for Former Federal Employees.
- UCX – Unemployment Compensation for Ex-Military Personnel
- DUA – Disaster Unemployment Assistance
- TRA/TAA – Unemployment Assistance to workers impacted by U.S. import/export policies that result in downsizing and business closures.
- Federal Extended Benefits – Federal legislated programs that provide additional income assistance to individuals unemployed for long periods due to severe economic conditions.

This Service Area is organized administratively into three components:

- Tax – This component establishes employer liability for state UI taxes used to fund the benefits paid to eligible claimants, collects UI taxes when due, monitors employer accounts for compliance through a program of audits, and follows up on delinquent accounts for collection.
- →Benefits – This component determines eligibility for unemployment insurance benefits when claims are filed, adjudicates eligibility issues, and pays benefits when due.
- Appeals – This component handles resolution of disputed UI claims through a two-tiered appeals process (First Level Appeals and Commission Appeals). The Office of Commission Appeals is the final administrative adjudicative authority in disputed benefit and tax liability cases.

This Service Area operates several programs to maximize integrity, detect fraud, and determine over/under payments.

Included are the following:

- Benefit Payment Control Program
- Eligibility Review Program
- Benefit Accuracy Measure Program
- Tax Performance System Program

The administrative and support services necessary to support the functions of this service area are also provided.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
This Service Area aligns with the VEC’s mission by providing Temporary Income Support to qualified individuals as they seek to become suitably reemployed.
- Describe the Statutory Authority of this Service
  - Social Security Act of 1935 (42 U.S.C. § 500 et seq.)
  - Virginia Unemployment Compensation Act (Section 60.2 Code of Virginia)
  - Federal Unemployment Tax Act (26 U.S.C. § 3300 et seq.)

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
	Employer	189,000	225,000

Unemployed Worker

356,000

3,998,569

**Anticipated Changes To Agency Customer Base****Unemployed Worker:**

Due to the weak economy the number of unemployed will continue to increase from 2008 levels and peak far above unemployment levels that we have experienced in recent years. These levels will gradually decrease, but will trail the expected recovery of the economy. Service to the unemployed worker will be increasingly performed using the Internet and by telephone, through our Customer Contact Centers.

**Employers**

The Virginia Employment Commission's Economic Assumptions indicate that for the future, the projection is for Virginia to lose about 23,000 net jobs, or 0.6 percent, in 2009. With recovery starting in 2010, Virginia is expected to add back 28,000 net job for 0.8 percent growth, which will bring nonfarm employment back to the 3,761,000 level it was in 2007. The unemployment rate is expected to remain near current levels through 2010.

Virginia should have a less severe downturn than the nation because of:

1. The strong federal government presence and federal contracting here;
2. Much professional and business services here, although this sector is expected to lose 5,000 jobs in 2009;
3. The large health care presence in Virginia;
4. Much employment in public and private higher education.

Services to employers, concerning unemployment claims, will be increasingly performed through using the Internet and in our Customer Contact Centers.

**Partners**

Partner	Description
Dept. of Housing and Urban Development	
Internal Revenue Service	
Local Government Entities	
Social Security Administration	
State Employment Security Agencies nationwide	
U. S. Department of Labor	
Virginia Department of Social Services	
Virginia Department of Taxation	
Workforce Investment Act One-Stop Centers	

**Products and Services**

- *Factors Impacting the Products and/or Services:*

Reduced funding by the U.S. Department of Labor will provide a significant challenge to maintaining a high level of customer service as resources diminish. The VEC is continuously seeking ways to streamline delivery of service and pursue alternate sources of revenue through grants, etc. in order to meet this challenge.

The VEC is further challenged by its aged automated systems, which make positive changes to its systems

- *Anticipated Changes to the Products and/or Services*

The VEC will continue to explore and implement effective means of service delivery and explore technology avenues and new automated systems as resources permit.

The VEC intends to replace aging Benefit, Tax and Wage Records automated systems in the coming years using Reed Act funds. By moving to upgrade service delivery through automation, we anticipate continued ability to provide timely, quality service to our customers. We anticipate funding these systems replacements through a state appropriation of Reed Acts funds.



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**Human Resources**

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*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*

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The age of the agency’s workforce continues to be a concern. During the past fiscal year, we had 34 employees retire. As of July 1, 2009, 199 employees were eligible for unreduced retirement. However, previous internal surveys have shown that many potential retirees do not plan to retire when eligible. Currently, the average age of our classified staff is 53. The VEC continues to be aware of the importance of developing and implementing plans to foster the transfer of knowledge to potential future leaders as well as developing their leadership skills.

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- *Anticipated HR Changes*

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by a significant number of wage employees. While the downturn in the economy continues, we expect to see some increase in our employment level. When the current influx of stimulus funds expires and the economy turns around, we anticipate a drop in employment. Turnover for the period beginning July 1, 2008 and ending June 30, 2009 was less than 8%.

Our current challenge is to meet our productivity goals and continue providing excellent customer service. To do so, we have added additional offices in geographic areas of high unemployment and added staff to our call centers. We will continue to monitor economic conditions, workload statistics and funding to predict how our staffing levels may be affected.

In addition, we must develop employees that are capable of leading the agency in the future. We continue to use our Learning Management System/Knowledge Center to provide a variety of professional development opportunities to our staff and to track progress toward professional development goals and objectives.

### Service Area Objectives

- We will meet or exceed the United States Department of Labor standard of 87 percent for first payments of unemployment insurance benefits made within 14 days of the first compensable week.

#### Objective Description

Created by the Social Security Act of 1935, the unemployment insurance system is administered by each state, the District of Columbia, Puerto Rico, and the Virgin Islands with oversight by the U.S. Department of Labor. Federal law provides the guidelines, but the 53 jurisdictions determine many requirements related to eligibility and benefit levels. Alleviating hardship, the system's primary aim, is accomplished by partly replacing the lost wages in a timely and efficient manner for unemployed individuals who have a demonstrated attachment to the workforce.

#### Alignment to Agency Goals

- Agency Goal: Create efficient and aligned business processes and service delivery systems.

#### Objective Strategies

- Reevaluate business processes for feasibility of additional refinements to facilitate more timely process flow. . . • Examine additional utilization of available technology in the delivery of Unemployment Insurance Services. • Educate all Field Operations staff of central office, local office, and customer contact centers of performance standards and related requirements. • Recruit, retain, and assign qualified staff to deliver quality customer services based on defined performance standards and competencies.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Timely Payment of Unemployment Insurance Benefits

Measure Class: Agency Key Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Maintain

Measure Baseline Value: 74.5 Date: 4/1/2008

Measure Baseline Description: 74.5% (PY2009 04/01/08 to 03/31/09)

Measure Target Value: 87 Date: 12/31/2010

Measure Target Description: Equal to or greater than 87% for PY2010, PY 2011, and PY 2012 This performance is a reflection of the staffing levels and downturn in the economy. We are implementing efforts to improve future performance in this area. Staffing was limited throughout

Data Source and Calculation: Data is collected from the Virginia Automated Benefits System payment records. The time-lapse figures are calculated by matching the date the first benefit check is issued with the first eligible week ending date of unemployment benefits paid to individuals. The VEC's Economic Information Services division reports this data on a monthly basis to the regional office of the U.S Department of Labor.

- Measure and report the "Cost Per Call" per customer service representative assigned to the Customer Contact Center (CCC).

Measure Class: Productivity Measure Frequency: Quarterly Preferred Trend: Down

Measure Baseline Description: This new measure is derived from a quarterly Cost Per Call for the previous four quarters (July 2007 - June 2008).

Measure Target Value: 3.78 Date: 1/1/2010

Measure Target Description: Quarterly Cost Per Call.

Data Source and Calculation: The total number of calls answered for the reporting quarter will be retrieved from the Customer Contact Centers' 13 telephony reports. The PS/PB costs of CCC Initial Claims (project code 116 and function code 210) will be extracted from the Virginia Employment Commission's Revised 87 Report. The PS/PB costs are then divided by the number of calls answered to determine the costs per call.

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Base Budget	\$0	\$0	\$0	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$0	\$0	\$0	\$0
Base Budget	\$0	\$0	\$0	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$0	\$0	\$0	\$0
Base Budget	\$0	\$0	\$0	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$0	\$0	\$0	\$0
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**Human Resources**

- *Human Resources Overview*  
[Nothing entered]

- *Human Resource Levels*

Effective Date	7/1/2009
Total Authorized Position level	0
Vacant Positions	0
<b>Current Employment Level</b>	<b>0.0</b>
Non-Classified (Filled)	0
Full-Time Classified (Filled)	0
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	0
<b>Total Human Resource Level</b>	<b>0.0</b>

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Service Area Objectives**

[None entered]



Service Area Strategic Plan

Virginia Employment Commission (182)

3/13/2014 11:18 am

Biennium: 2010-12 ▾

Service Area 4 of 5

Workforce System Organization Services (182 470 04)

Description

The Virginia General Assembly enacted legislation in 2006 that designated the Governor as the Chief Workforce Development Officer and created the position of Special Assistant to the Governor for Workforce as a cabinet-level position. To help carry out the provisions of this legislation, the Governor's Office for Workforce Development (GOWD) was created. As a result, this is no longer a VEC Service Area.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
[Nothing entered]
- Describe the Statutory Authority of this Service  
[Nothing entered]

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
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Anticipated Changes To Agency Customer Base  
[Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- Factors Impacting the Products and/or Services:  
[Nothing entered]
- Anticipated Changes to the Products and/or Services  
[Nothing entered]
- Listing of Products and/or Services  
[None entered for this Service Area]

Finance

- Financial Overview  
[Nothing entered]
- Financial Breakdown

	FY 2011		FY 2012		FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$0	\$0	\$0	\$0		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$0	\$0	\$0	\$0		
Base Budget	\$0	\$0	\$0	\$0		

Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$0	\$0	\$0	\$0

**Human Resources**

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>0.0</b>	
Non-Classified (Filled)		} breakout of Current Employment Level
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>0.0</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

**Service Area Objectives**

[None entered]





## Service Area Strategic Plan

## Virginia Employment Commission (182)

3/13/2014 11:18 am

Biennium: 2010-12 ▼

## Service Area 5 of 5

## Economic Information Services (182 534 02)

## Description

Virginia's labor market information system is an essential part of its economic infrastructure, providing information about employment, jobs, and workers to a wide range of users. In cooperation with the Bureau of Labor Statistics and other federal agencies, the VEC produces this information.

VEC's EIS Division collects, analyzes and publishes data relating to all aspects of Virginia's labor market. The many users of this information include employers, jobseekers, policy makers and analysts, economic developers, economists, and planners.

The data collected and reported by the EIS Division includes Current Employment Statistics; Quarterly Census Employment and Wages; Local Area Unemployment Statistics; Occupational Employment Statistics and Wages; and Mass Layoff Statistics. The State Data Center, which develops Virginia's population projections and is a repository of census information, is another of the VEC's economic information programs.

VEC economists prepare economic forecasts and analyze recent trends for inclusion in various agency publications. Two capabilities of the EIS Division are economic impact analyses using the Impact Analysis for Planning Model and Geographic Information Systems mapping.

Staff provides economic and demographic information and analysis on request, or customers may access labor market information through Virginia Workforce Connection on the website (<http://www.VirginiaLMI.com>), as required under the Workforce Investment Act of 1998.

Also included are the administrative and support services necessary to support the functions of this service area.

## Background Information

## Mission Alignment and Authority

- *Describe how this service supports the agency mission*

This service area directly aligns with the VEC's mission to promote economic growth and stability by providing workforce information.

- *Describe the Statutory Authority of this Service*

Title 60.2 of the Code of Virginia, The Virginia Unemployment Compensation Act, sets forth the responsibilities for this service area of the agency. Section 113 establishes requirements to coordinate and conduct labor market information research studies, programs, and operations, including the development, storage, retrieval, and dissemination of information on the social and economic aspects of the Commonwealth and publish data needed by employers, economic development, education and training entities, government and other users in the public and private sectors. Section 114 establishes requirements for employer records and reports.

29 U.S. Code, Section 2 authorizes the collection of labor market information in cooperation with the Bureau of Labor Statistics.

The Social Security Act of 1935 and the Federal Unemployment Tax Act are the sources of statutory authority for the unemployment insurance system and establish the framework for administering and financing the UI system.

Wagner-Peyser Act, 29 U.S.C. 49, as amended by the Workforce Investment Act of 1998 establishes the requirement to collect, analyze, and disseminate information on State and local employment opportunities and other appropriate statistical data related to labor market dynamics, as part of a U.S Department of Labor nationwide employment statistics system and as part of the One-Stop customer service system. This includes:

- statistics on employment and unemployment status of national, state, and local populations
- industrial distribution of occupations, current and projected employment opportunities, wages, benefits, and skill trends by occupation and industry
- statistical data on workers displaced by permanent layoffs and plant closings.

Workforce Investment Act: Section 127 establishes the parameters for the distribution of funds at the national level to fund WIA Title I-B Youth programs. Section 128 establishes the requirements for allocating WIA Title I-B Youth funds to the local workforce areas and for use in statewide activities. Section 132 establishes the parameters for the distribution

of funds at the national level to fund WIA Title I-B Adult and Dislocated Worker programs. Section 133 establishes the requirements for allocating WIA Title I-B Adult and Dislocated Worker funds to the local workforce areas and for use in statewide activities.

### Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
	Academic/Research	0	56,700
	Business	0	2,863,700
	Community-Based Organizations/Non-Profit	0	52,800
	Government	0	675,800
	Media	0	18,500
	Private Citizens	0	5,945,000

#### *Anticipated Changes To Agency Customer Base*

The customer base is expected to continually increase as the need for labor market information for use in planning and decision making continues to grow.

### Partners

Partner	Description
Census Bureau	
Community Colleges	
Department of Business Assistance	
Department of Education	
Department of Labor and Industry	
Economic Development Partnership	
Governor	
Governor's Office for Workforce Development	
Legislature	
Local school systems	
Other governmental agencies	
Other states	
Secretary of Commerce and Trade	
U. S. Department of Labor	
Universities	
Virginia Community College System	
Workforce Investment Boards	

### Products and Services

- *Factors Impacting the Products and/or Services:*
  - ↳Requests for EIS products and services will continue to expand as internet use and the need for more localized, detailed and up-to-date workforce information continues to grow.
  - ↳Current and projected reductions in federal administrative grants will affect EIS products, services, and manpower. Potential changes in federal legislation could also have an impact on products and services.
  - ↳Retirement of key personnel will also have an impact on EIS products and services.
- *Anticipated Changes to the Products and/or Services*
  - Anticipated Changes to Service Area Products and Services

- Continue to update and provide more data on the web site as demand for products and services continue to grow.
- Continue to participate in the development of and training in new data systems to meet continued customer demand for more and different information.
- Establish online seminars (webinars) to use for training workforce and economic development professionals.

● *Listing of Products and/or Services*

- Collect and report to the Bureau of Labor Statistics the following labor market information: - Local Area Unemployment Statistics - Quarterly Census of Employment and Wages - Current Employment Statistics - Occupational Employment Statistics and Wages - Mass Layoff Statistics Lead state agency in federal-state State Data Center cooperative program. The VEC's State Data Center is a repository of census information and develops Virginia's population projections. Compile and transmit approximately 42 federally mandated UI reports to the U.S. Department of Labor. Update and maintain Virginia Workforce Connection and WID database. The system is designed to provide access to various elements of labor market information collected and stored in Virginia's database, which is structured around the WID (Workforce Information Database) format. The system also includes the monthly unemployment press release, the monthly non-farm employment press release, annual summary analysis press release, LMI Tools, occupational wage sources, population projections, Virginia's Top 50 Employers, characteristics of the Insured Unemployed, Characteristics of the Job Applicants, Startup Firms, Industry by Size, Unemployment Insurance Payments, Educational Program Completers, Local Employment Dynamics Program, Community Profiles, 2000 Census Data, Affirmative Action Planning Data, occupation information, and various publications. The information helps gauge Virginia's status in areas such as economic development, career counseling, curriculum development, creation of training programs, and community growth studies. Develop and distribute the following publications/products: - Monthly Unemployment Press Release, Jobs Press Release, and Annual Summary Analysis. - Virginia Economic Indicators: A quarterly publication that depicts the movement of - Virginia's key economic indicators in graphic and tabular form with accompanying narrative - analysis. - Economic Assumptions for the United States and Virginia: An annual publication with - economic forecasts and reviews of recent trends for the nation and state. - Mid-Atlantic Guide to Information on Careers (MAGIC): The new version of the MAGIC - tabloid includes more information on Rapid Response and Dislocated Workers, in addition to - the standard career development and job hunting information pertinent to all WIA clients in - Virginia. - The Forum: A quarterly newsletter that contains information on training, new and upgraded - products, an order form for products, and informational articles, graphs and charts. It is sent - out to each of the WIBs. - Virginia Job Outlook: Contains data on occupations with the greatest number of annual - openings broken out by education level. The annual number of openings and the average - annual salary are given for the top 15 occupations in each education level. - Virginia Business Resource Directory: A comprehensive guide to the types of assistance - available to current and prospective business owners. This publication focuses on the key - business areas of management, money, and marketing. - Virginia Labor Market Information Directory: This directory is a list of publications, - newsletters, summaries, career development products, and data delivery systems available at - the VEC. - One page facts sheets for: Education Pays (illustrates the relationship between education, - earnings, and unemployment); Eight Keys to Employability; Jobs with Fast Growth, High Pay, - and Low Unemployment; and the Ten Most-Wanted Skills. - -High School Graduate vs. High School Dropout bookmarks and pocket resumes are updated - each year and sent to the WIBs to be handed out to clients. - -Three posters have been developed, produced, and distributed, upon request, to WIBs: - Workplace Skills Needed, Interview Tips, and Visualize: Starting Your Own Business. Perform economic analyses and studies: - -Determine areas of substantial unemployment for the State and WIBs. - -Conduct customer satisfaction survey. - -Develop, produce, and distribute Industry and Occupational Employment Projections on - State and WIB level. - -Conduct analyses for WIB Demand Plans. - -Use new skills-based projections system to identify skills supply, demand and potential gaps. - -Perform analyses of military base closings and expansions. - -Conduct economic impact studies using IMPLAN model. - -Conduct UI Trust Fund analysis and provide legislative support. - -Prepare workload projections. - -Provide support and analysis for profiling program. - -Conduct geo-coding of local offices, UI recipients. - -Compile the data to calculate prevailing wage data for each agricultural activity in each geographic area and to produce reports for ETA. Develop material and give presentations to various workforce and economic development professionals. Staff various workforce committees and organizations and attend associated meetings. Conduct Local Employment Dynamics training.

**Finance**

● *Financial Overview*

This service area is primarily funded by federal grants and the agency's Special Unemployment Compensation Administration fund. Federal One-Stop Labor Market Information funding was transferred from the Workforce System Organization Services service area beginning in Fiscal Year 2009.

● *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$2,745,224	\$0	\$2,745,224

Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$0	\$2,745,224	\$0	\$2,745,224

**Human Resources**

- *Human Resources Overview*

As of July 1, 2009 the Virginia Employment Commission has a maximum employment level (MEL) of 865 classified positions, with 810 positions filled. The VEC has 415 wage employees as of July 1, 2009 and 342 wage FTE as of June 30, 2009. The VEC has 54 contract workers as of June 30, 2009.

The VEC currently has a Central Office in Richmond, Customer Contact Centers in Grundy and South Boston, four Regional Offices, and 31 Field Offices, 6 UI Express Offices and 3 part-time offices.

- *Human Resource Levels*

Effective Date	7/1/2009
Total Authorized Position level	865
Vacant Positions	55
<b>Current Employment Level</b>	<b>810.0</b>
Non-Classified (Filled)	0
Full-Time Classified (Filled)	798
Part-Time Classified (Filled)	12
Faculty (Filled)	0
Wage	415
Contract Employees	54
<b>Total Human Resource Level</b>	<b>1,279.0</b>

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*

Factors Impacting Human Resources

Because of the current economic conditions and the availability of stimulus funds we have experienced and continue to expect a rise in our employment level. Our classified employment level has increased by 43 employees since July 1, 2008.

The age of the agency's workforce continues to be a concern. During the past fiscal year, we had 34 employees retire. As of July 1, 2009, 199 employees were eligible for unreduced retirement. However, previous internal surveys have shown that many potential retirees do not plan to retire when eligible. Currently, the average age of our classified staff is 53. The VEC continues to be aware of the importance of developing and implementing plans to foster the transfer of knowledge to potential future leaders as well as developing their leadership skills.

We have identified positions that are difficult to fill at the VEC. Those are:

- Hearing Officers (Hearing Legal Services Officer I)
- Disabled Veterans Outreach Program (DVOPs) and Local Veterans Employment Representative (LVERs) (Program Administrative Specialist I)
- Farm Placement Specialists (Program Administrative Specialist I)
- Tax Representatives (Financial Services Specialist I)
- Selected Information Technology positions

- *Anticipated HR Changes*

Anticipated Changes in Human Resources

Over the past year we have seen any increase in our classified staff of 43 employees. Classified staff is supplemented by a significant number of wage employees. While the downturn in the economy continues, we expect to see some increase in our employment level. When the current influx of stimulus funds expires and the economy turns around, we anticipate a drop in employment. Turnover for the period beginning July 1, 2008 and ending June 30, 2009 was less than 8%.

Our current challenge is to meet our productivity goals and continue providing excellent customer service. To do so, we have added additional offices in geographic areas of high unemployment and added staff to our call centers. We will continue to monitor economic conditions, workload statistics and funding to predict how our staffing levels may be affected.

In addition, we must develop employees that are capable of leading the agency in the future. We continue to use our Learning Management System/Knowledge Center to provide a variety of professional development opportunities to our staff and to track progress toward professional development goals and objectives.

### Service Area Objectives

- We will compute and release to the public the statewide unemployment rate and the rates for all Virginia cities and counties, according to the schedule established by USDOL.

#### Objective Description

Information about employment, jobs, and workers is an essential component of the VEC's mission to promote economic growth and stability by providing workforce information. Timely and accurate labor market information is critical for workforce policy development and planning, program evaluation, and economic development, and is vital to support the development and implementation of a state workforce system. The VEC produces this information in cooperation with the Bureau of Labor Statistics and other federal agencies.

#### Objective Strategies

- Stay informed of BLS requirements and deadlines. • ↯Communicate with the regional BLS office on a regular basis to ensure efficient operations. • ↯Keep technology and systems up-to-date and functioning. • ↯Recruit, retain, and assign qualified staff to perform and complete tasks in timely and accurate manner.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Timely Release of Statewide Unemployment Rate

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: 100% (FY2006)

Measure Target Value:  Date:

Measure Target Description: 100% in FY20010 & FY2011

Data Source and Calculation: The percentage of time the statewide unemployment rate information is released in agreement with the schedule established by the United States Department of Labor.