

State of Nevada
Department of Employment, Training and Rehabilitation

STRATEGIC PLAN
Year 2003 to 2010

VISION

The Department's vision is that Nevada has a diversified business environment with skilled employees who participate in life-long learning. The success of DETR in ensuring that this vision is attained depends on the integration and collaboration of partners of agencies and businesses.

MISSION STATEMENT

DETR's mission is to connect Nevada's businesses with a qualified workforce and ensure equal employment opportunities. Department employees are committed to providing quality and timely public services. Individually and collectively staff is dedicated to making changes that improve customer service.

PHILOSOPHY

The Department's philosophy is to be open, accessible and flexible in serving our businesses, job seekers, other constituents and the public. The department will continue to foster an atmosphere of cooperation and coordination among its divisions, as well as other state and community agencies and organizations. The Department will provide a safe and healthy work environment, encourage professional development and promote integrity and pride in its work.

EXTERNAL/INTERNAL ASSESSMENT

Nevada continues to be the fastest growing state in the nation and consequently faces significant labor market challenges due to the establishment of new businesses and an influx of workers. Specific groups such as older workers, youth and minorities will grow more rapidly than the general population and generally lack "demand skills". The greatest increases in jobs will be in Lyon, Carson and Clark Counties. There will also be an increased need for services to persons with disabilities because of increased survival rates, self-identification and new treatment options. Population shifts require re-allocation of resources to ensure timely and convenient service. Much of this will be accomplished through the use of technology such as use of the Internet and voice response systems; but service strategies like case management, remote and Workforce Investment System (*JobConnect*) services will also be used. National initiatives, such as the Workforce Investment Act, Welfare to Work, the Government Performance and Results Act (GPRA), reauthorization of the Rehabilitation Act, and the Ticket to Work Program will influence the manner in which services are delivered. The transition of youth from school to full time employment will be another priority of the Department; with an emphasis on local control will ensure that local needs are addressed. Many of our processes and service techniques

will also be re-engineered to meet increasing service demands in the face of static or declining resources.

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

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

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

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

Strategies:

1. Work closely with the Employment Security Council to ensure that the UI tax structure remain responsive to employers and the clients; and
2. Provide education to employers to minimize tax reporting errors.

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

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

Objective: Strengthen partnership with economic development entities to provide incentives for economic development.

Outcome: *Meet or exceed employer satisfaction measures that are established for the Workforce Investment System. (PI #2)*

Strategies:

1. Treat business as the primary customer;
2. Utilize Career Enhancement Program;
3. Promote WOTC (Work Opportunity Tax Credit);
4. Coordinate services with WIA partners using JobConnect delivery system;
5. Link DETR’s websites to all economic development agencies statewide and Post FAQs on site;
6. Leverage funds with the Commission on Economic Development whenever possible;
7. Educate business and job seekers to use automated systems such as AJB (America’s Job Bank) and O*NET (the Occupational Information Network);

8. Provide accurate and timely labor market information to business;
9. Identify training needs based upon specific business needs;
10. Assess skills and experience of job seekers to match business needs;
11. Increase customer satisfaction of business through continuous improvement; and
12. Promote the benefits of JobConnect services to business through a statewide marketing campaign.

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

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

Objectives:

1. Expand and increase the relevance of the current departmental recognition program;
2. Strengthen internal communication; and
3. Continue to build upon the FISH philosophy which strives to improve customer service and job satisfaction.

Outcome: *Meet or exceed employee satisfaction as documented in the annual Department survey. (PI #1)*

Strategies:

1. Create a work environment that encourages innovations and improved performance.
2. Provide customer service training to employees; and
3. Provide professional development training to employees.

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

DETR Goal #4: *Provide DETR employees with a good working environment.*

Objective:

1. Provide Department services that enhance and support employees working conditions.

Outcome: *Employees are satisfied with Department services as documented in the annual survey. (PI #1)*

Strategies:

1. Timely response to employees request for services.
2. Provide 40 hours of training annually.

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

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

Objective: Provide more responsive and efficient services through the use of technology.

Outcome:

1. *Increased usage of DETR agency web pages and other electronic transactions.*

Strategies:

1. Each agency will continuously look for services and information that could be provided via Internet and/or other use of information technology (IT);
2. Each agency will prioritize list of services and information by maximum benefit to customers and determine Internet/IT recommendations;
3. DETR IDP will estimate cost to implement recommendations. DETR management will determine implementation plan;
4. In keeping with the Governor's directive, all DETR WebPages and Internet services will have a consistent, uniform, user-friendly look and feel;
5. All DETR WebPages will be accessible in Spanish;
6. Promote usage of Resource Centers; and
7. Promote JobConnect through the marketing initiatives; and
8. Promote JobConnect WebSite.
9. Participate in Department of Information Technology (DoIT) planning and steering committees.

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

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

Objective #1: Promote the use of the Department's CIS (Career Information System).

Outcome: *Increase the number of students who utilize the CIS for transition planning.*

Strategy: Partner with educational institutions and community agencies to provide learning experience and career opportunities for students.

Objective #2: Assist children of DETR employees to obtain post-secondary educational opportunities.

Outcome: *Provide 1-3 annual statewide scholarships.*

Strategies:

1. Support the scholarship funding through voluntary employee contributions.
2. Promote the Millennium Scholarship Program.

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

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

Objective #1: Increase DETR services and resources that can be accessed by Internet, telephone and accessible locations.

Outcomes:

1. *Implement Internet for Unemployment Insurance claims;*
2. *Increase use of DETR forms on the Internet by 5 percent;*
3. *Further develop and increase the Electronic Fund Transfer (EFT) program for employers to file quarterly wage reports and pay UI taxes through the Interactive Voice Response System;*
4. *Increase the use of Interactive Internet applications for DETR services by 2 percent;*
5. *Relocate offices within the JobConnect to maximize services to the public; and*
6. *Promote statewide JobConnect offices.*
7. *Increase number of businesses using Department services.*

(PI #3)

Strategies:

1. Evaluate all forms to be put on the Internet and place those that can help the public request DETR services;
2. Evaluate community needs to determine where resource centers are needed;
3. Evaluate DETR office locations to determine best use by the public; and
4. Evaluate use of Interactive Voice Response unites for other DETR applications.

Objective #2: Increase DETR employment outreach activity to diverse groups.

Outcome: *Increase DETR employee demographics to reflect parity with Nevada's labor force for each minority group and individuals with disabilities.*

Strategies:

1. As appropriate, job announcements will include selective hiring criteria indicating the applicant possesses verbal and written fluency in a foreign language spoken by a significant number of residents within the service delivery area;
2. Expand dissemination of job announcements to include universities serving minority student populations;
3. To the extent possible, advertise recruitment in various ethnic newspapers and other media; and
4. Increase the number of multilingual department employees.

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

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

Objective: Strengthen linkages with Department of Prisons and community-based programs, to provide pre and post-release services that address the rehabilitation, employment and training needs of inmates returning to Nevada's communities.

Outcome:

Develop an interlocal agreement between DETR and Department of Prisons to provide employment opportunities.

Strategies:

1. Meet with Department of Prisons staff to assess current linkages to community-based employment services throughout the state;
2. Jointly identify strategies to reduce recidivism through employment and other transition outcomes.

State Goal #12: Increase the percentage of Nevadans with health insurance.

DETR Goal #9: *Support the availability of health insurance for DETR customers with disabilities through employment and innovation.*

Objective: DETR employees that work directly with customers will support job referrals with healthcare coverage for customers with disabilities.

Outcome: *The percentage of customers with disabilities obtaining employment with healthcare coverage will increase.*

Strategies:

1. Train staff to assess medical insurance needs of customers with disabilities so that health care benefits are not lost in the transition from public assistance programs to work; and
2. DETR employees that work directly with customers with disabilities will be trained on the Ticket to Work program.

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

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

Objective: In collaboration with Workforce Investment Act (WIA) partners, private and public employers and community organizations promote economic self-sufficiency by providing current job information, training, education, vocational rehabilitation and employment services.

Outcome: *Meet or exceed Department and Division performance indicators as stated in the budget. (PI #4)*

Strategies:

1. Provide and continually improve self-service access to DETR services and information through Internet and other electronic medium;
2. Increase collaborative efforts with WIA partners;
3. Participate in planning activities to increase the services available for consumers with communication needs.

4. Actively promote informed choice in all services; and
5. Participate in planning activities to increase post secondary training opportunities for high-skilled occupations and technology careers targeting diverse populations.

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

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

Objective: Continue to streamline Department processes to better serve the needs of businesses, job seekers and others needing DETR services and information.

Outcomes:

1. *No new programs will be initiated by DETR in the absence of a legal mandate that DETR provide the services without a cost/benefit analysis being conducted to ascertain if the program services could be delivered more effectively and at a lower cost from an entity other than state government.*
1. *Utilizing AOSOS, develop and implement a common application for services utilizing AOSOS and data tracking systems.*
2. *DETR will complete internal analysis with goal of service integration.*

Strategies:

1. Develop an objective, ongoing process for inventorying services provided in each program.
2. Develop common vocabulary of terms for defining customers, service providers, employees, etc., across division lines and with our Workforce Investment Act partners
3. Work with local Workforce Investment Boards, local governments, and other service providers to assess effectiveness of services and to identify areas of service duplication.
4. Expand the provision of electronic access to DETR services from local agencies;
5. Develop and expand JobConnect and DETR collocation affiliates and focus DETR resources at providing services which DETR programs can deliver most effectively or at the lowest cost; and through memorandums of understanding, interlocal agreements, or contacts provide these services to other state agencies, nonprofits, or local entities; and

6. Access services for DETR customers through entities that can deliver the services more effectively and at less cost, when appropriate and allowed.