Employment Security Strategic Plan

2008 - 2013

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Commissioner's message

The Employment Security's Department's mission is to help Washington's workers and employers succeed in the global economy by delivering superior employment services, timely benefits, and a fair and stable unemployment insurance system. Employment Security's mission includes helping people succeed throughout their working lives. As a leader in the workforce development system, we are committed to enhancing the economic security of Washington's workers and businesses. We help employers find workers, help people develop their skills and find jobs, help people who lose their jobs make it through tough times by providing financial assistance, and provide family leave benefits to help parents bond with their newborns and newly adopted children. These services promote economic stability and growth for the state as a whole.

In all that we do, Employment Security is an organization that is accountable. We are fair and respectful in our interactions with customers, truthful and accurate in what we say and write, and focused on results. As holders of the public trust, we use our resources effectively and continually improve the quality of the services we provide. Each person who works for Employment Security takes responsibility for and contributes to the department's success. By holding ourselves to high standards and working together as a strong, unified team, Employment Security will achieve its vision as an agency that is recognized for excellent performance and efficiency and value to the public, and is respected for the quality of its services and information.

In support of Employment Security's mission to help all Washington state citizen's succeed in the global economy, the department has set four strategic goals to achieve in the next five years.

Strategic goals

1. Support economic stability through just and timely tax and benefit systems.

2. Contribute to an effective workforce system by strengthening state and community partnerships and delivering a prepared and stable work force.

3. Support Washington's economy by providing excellent service and information to internal and external customers to assist in making data driven decisions.

4. Value, develop and support employees to increase effectiveness.

Employment Security has built a strong foundation of operational excellence by using the tools of performance budgeting and management to prioritize our spending for greatest effect, by continually reviewing our work, by finding ways to make improvements and by evaluating the effects of those changes. Continued operational excellence will be crucial if we are to achieve our long-term strategic goals and move the department to the next level.

Karen Lee
Commissioner

The Washington State Employment Security Department

Mission statement

Help Washington's workers and employers succeed in the global economy by delivering superior employment services, timely benefits, and a fair and stable unemployment insurance system.

Vision statement

Employment Security is recognized for excellent performance, efficiency and value to the public, and is respected for the quality of its services and information.

Strategic goals

1. Support economic stability through just and timely tax and benefit systems.
2. Contribute to an effective workforce system by strengthening state and community partnerships and delivering a prepared and stable work force.
3. Support Washington's economy by providing excellent service and information to internal and external customers to assist in making data driven decisions.
4. Value, develop and support employees to increase effectiveness.

History

1907: The federal government established a network of placement offices to help immigrants find jobs.

1935: In response to the Depression, Congress passed the Social Security Act, which led to the advent of the Unemployment Compensation program, later renamed unemployment insurance (UI), in 1937.

1939: The office of Unemployment Compensation and Placement combined Washington State Employment Services and Washington Unemployment Compensation. This is often regarded as the birth of our agency, which was later renamed the Employment Security Department.

1942: The Manpower Commission was created. This legislation made the employment service employees into federal staff.

1946: Employment Services returned to the states and expanded services to focus on veterans returning home from WWII. At this time, Employment Security joined in a cooperative agreement with the federal Bureau of Labor Statistics to prepare and publish current employment figures.

Who we are

Washington is fortunate to have a vibrant economy that is competitive on the global scale. The Employment Security Department contributes to Washington's continuing competitive success by developing the labor force, providing stable unemployment funds to individuals during times of uncertainty, and providing information and critical analysis for future planning and decision-making. This is the business of the Washington State Employment Security Department. We take great pride in helping provide for the economic security of our citizens.

We are an action-oriented department that supports communities and individuals by offering financial support, job matching for workers and companies, and an entry point into the workforce development system. Our services promote overall economic health and buffer individuals from poverty brought on by job loss. The first step is providing unemployment benefits and employment services that may keep a family off welfare or off the streets. Short-term services are extremely important, but longer-term measures are necessary to ensure secure families and viable communities. People must have paths to life-sustaining careers. Businesses must have a competent work force. Decision-makers must have the information they need to chart the best course. Providing these resources requires partnerships, vision and work. At Employment Security, we envision an economy in which people are productive, employed and secure, employers are competitive and educators are preparing students with the appropriate skills.

Department structure

Tax and benefit operations

The **unemployment insurance** program collects employer taxes by mail, on-line and through the department's network of 10 district tax offices. These funds provide benefits and services to workers who have lost their jobs through no fault of their own. These resources reinforce families and communities during uncertain times. Services are provided via two telephone call centers, on-line and by mail.

The **family-leave benefit** program is currently under development and is due to launch in October 2009. The program provides benefits for up to five weeks to working parents who take leave to bond with their newborn or newly adopted child.

These programs are operated by the Unemployment Insurance Division, which employs 711 staff. In 2007 the unemployment insurance system collected $1.23 billion in taxes and paid out $725 million in benefits.

Employment services

The **WorkSource** system is a partnership of the Employment Security Department, local workforce development councils and other service providers. WorkSource offers a wide range of job-related services for job seekers, including skill assessments, career counseling, job-matching assistance and free classes aimed at improving employability. Special programs are available that offer extra assistance to people who have the hardest time finding employment, such as veterans, at-risk youths, offenders, welfare recipients and dislocated workers.

WorkSource has access to a wide range of potential employees. WorkSource offers specialized worker training and labor market information. The system is well positioned to help employers meet their needs for new workers through job posting, applicant screening, job fairs, free bonding for some employees, subsidies for on-the-job training, tax credits for hiring certain types of workers and programs to avoid or minimize layoffs.

1973: Congress passed the Comprehensive Employment and Training Act, consolidating programs that had been administered under the Manpower Development and Training Act, the Civil Rights Act and several other federal laws.

1970s: The Job-Service Employer committees recognized employers as customers and acknowledged that the ability to serve workers is directly related to meeting employer needs.

1980s: Congress passed the federal Job Training Partnership Act (JTPA), which required business participation in advisory committees.

1983: Washington Service Corps was established.

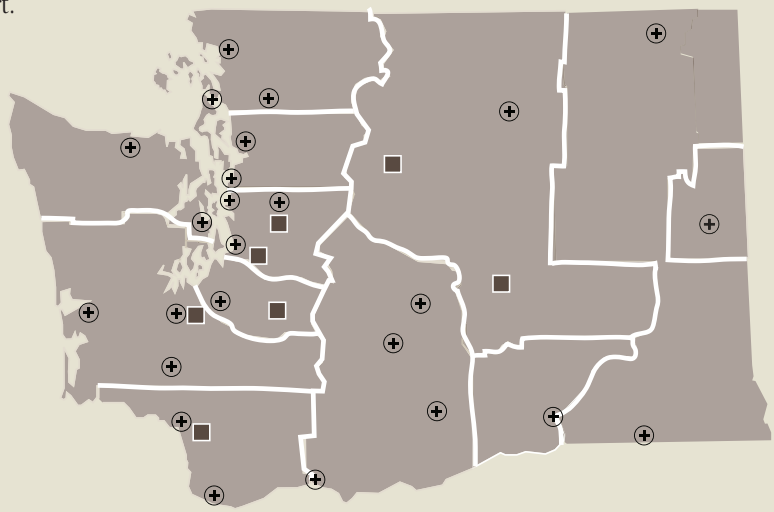
1994: The Washington Service Corps became a key player in the national AmeriCorps national-service movement.

1998: The Workforce Investment Act established the WorkSource one-stop career- services system, raising the business focus to an even higher level.

2007: Washington passed legislation for family leave benefit program.

Within Employment Security, the **Employment and Career Development Division** provides job-matching and job-finding skill-development services in one-stop centers, with tailored programs for WorkFirst (parents receiving welfare), veterans, offenders, and migrant and seasonal farmworkers and specialized recruiting assistance to the agricultural industry. The Employment and Career Development Division also operates the Go2WorkSource.com Web site; provides the technological infrastructure for the partnership; funds a large proportion of facilities; operates some local one-stop centers through contracts with local workforce development centers. As of 2008, the division has 786 staff working directly in WorkSource centers, affiliated sites and headquarters support.

WorkSource center.



WorkSource centers and affiliates

WorkSource Centers
WorkSource Affiliates

The **WorkSource Standards and Integration Division** respects local decision-making flexibility while overseeing workforce development councils' attainment of statewide goals and achievement of measurable results for employers and job seekers. While Employment Security is an important player in the workforce development system, many other partners are engaged in helping people get the training and jobs they need to support themselves and their families. These partners rely in large part on grants from the federal government to fund their operations and pay training costs for their clients. The WorkSource Standards and Integration Division administers these grants, overseeing the 12 regional workforce development councils and their non-profit service providers to ensure that federal standards are met. Employment Security

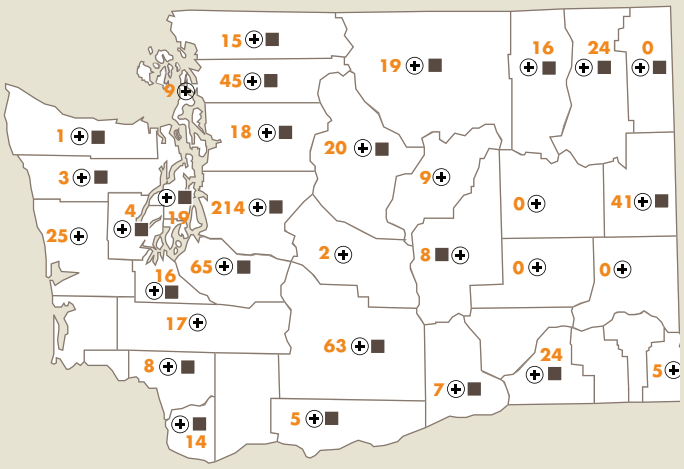
and the workforce development councils work jointly to deliver the highest-quality service to clients.

In addition to its administrative role with workforce development councils, WorkSource Standards and Integration works with a variety of other partners in the workforce development system to provide guidance on strategic direction. These partners include the workforce development councils, Employment Security's Employment and Career Development Division, nonprofit organizations, the higher education system, businesses, labor and the state's Workforce Training and Education Coordinating Board. All these groups work with the common purpose of building thriving communities with secure and capable work forces.

The WorkSource Standards and Integration Division operates with 40 employees.

Washington Service Corps engages the talent, energy and enthusiasm of adults 17 and older to address critical needs in communities across Washington state. Projects focus on literacy, the environment, emergency preparedness, disaster response, housing construction and other community-identified needs. Members of the Service Corps serve with private non-profit organizations, local governments and educational agencies. The service opportunities foster future workforce leaders and strengthen the communities where members live and work.

The Service Corps operates with 15 employees.



Washington Service Corps sites

Americorps Program
VISTA Program
Members

Service Corps member working with Habitat for Humanity.

The **Governor's Committee on Disability Issues and Employment (GCDE)** serves as an advocate for the disability community, advises the Governor, Legislature, state agencies, the business community and others on issues related to disability, and develops policies, projects and programs with an emphasis on empowering people with disabilities.

GCDE operates with 7.5 staff.

Information services

The **Labor Market and Economic Analysis** office is the state's primary resource of labor-market information and analysis. Data are gathered from tax reports, employers, government agencies, surveys and other sources. This raw material is analyzed and edited for privacy. The resulting information is disseminated via papers, reports, the Web (www.workforceexplorer.com), news releases, forums, speeches and consultations. Information and analysis are provided to decision-makers at all levels, including government policy-makers, economic planners, educators, students and job seekers.

Labor Market and Economic Analysis employs 81 staff.

Operational support

Direct-service operations are supported by a number of specialized units, including **information technology, human resources, facilities, budget and performance management, financial management, policy/legislation** and **communications**. Support operations are critical to the success of the Employment and Career Development, Unemployment Insurance and WorkSource Standards and Integration divisions, including maintaining key customer systems, such as telecenter-based and Web-based unemployment claims services, the job placement system and the department's Internet and intranet information sites.

Operational support employs 329 staff.

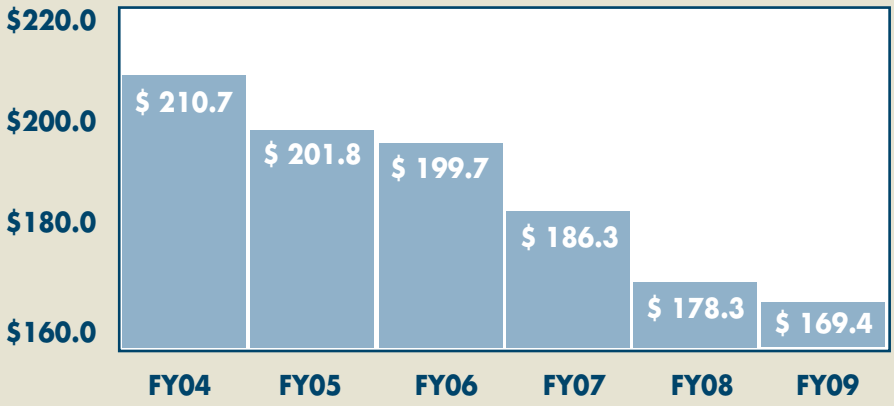
Our challenges

Funding challenges

Employment Security faces ongoing budget challenges. More than 80 percent of the department's money comes directly from the federal government. For the past six years, most of our funding sources have either diminished or lost buying power because of inflation. Only the relatively modest share of the department's budget that is not federally funded is somewhat secure from the prospect of ongoing declines. Employment Security must secure alternate sources of funding and find innovative ways to achieve our goals with severely limited resources.

Past and future decline

Dollars in millions



Start-up challenges with family-leave program

Washington is the first state in the nation to provide a family-leave benefit program that is not tied to a temporary-disability insurance program. The Legislature established the program in 2007. Employment Security received the mandate in 2008 to provide benefit payments beginning in October of 2009. We have the massive task of coordinating with stakeholders and designing and implementing the family-leave benefit system on an extremely tight timeline. The department is engaged in an all-out effort to bring this new program on-line despite the fact that major policy decisions, including a permanent funding source, have not yet been made.

The economy

- Washington has enjoyed a very strong economic climate since pulling out of the 2001 recession. 2006 and 2007 saw historical lows in unemployment insurance claims with very low unemployment rates and high job growth that has outpaced the rest of the country.
- The nation as a whole began to suffer the employment effects of a weak housing market and instability in the financial markets much sooner than Washington. However, by January 2008, new unemployment claims began to rise in the construction sector. By spring other sectors also were seeing rising unemployment.
- May 2008 initial claims for unemployment insurance benefits were up 25 percent over the same time last year.
- May 2008 continuing claims, reflecting people receiving unemployment benefits over a period of time, were up 31 percent over the same time last year.
- Employment Security must position itself to help people weather difficult economic times, whether the recent downturn proves to be an economic "bump in the road" or deepens into a full recession.

Working with our partners for change

In its 2007 report to the Governor, the Workforce Training and Education Coordinating Board advanced a series of recommendations for improving the workforce development system. Employment Security is committed to helping achieve Governor Gregoire's goal of building the best workforce development system in the nation.

- Increasing coordination with educational systems.
- Developing new partnerships with economic development.
- Aligning state and local goals for WorkSource.
- Strengthening the local workforce development partnership.
- Expanding performance accountability for integrated services.
- Expanding services to at-risk youths.
- Increasing post-secondary training access and retention.
- Improving the statewide workforce development structure.

Conformity challenges with the unemployment-insurance system

Unemployment insurance is a partnership between federal and state governments: the federal government pays to run the program, while the states carry it out. States must remain consistent (or be in conformity) with federal law, or employers risk losing federal unemployment tax credits (worth about $300 million to Washington employers for 2008).

In late 2006, the federal Department of Labor informed the Employment Security Department that it believes a provision of our unemployment-insurance tax law is out of conformity with federal laws because not all benefits paid are charged appropriately to the tax account of the company that laid off the worker. The department is now working with legislators and concerned stakeholders to redesign a tax-and-benefit equation that meets the needs of businesses and beneficiaries while maintaining federal conformity.

WorkSource organizational challenges

The WorkSource system provides Washington state with an incredible resource. WorkSource one-stop centers allow communities to make the most of employment and training resources, brought together from a wide group of partners with specific areas of expertise. Clients have access to many of the resources they need to successfully compete in the job market under one roof, and partners share the responsibility to help clients be successful.

Employment Security is firmly committed to the WorkSource model. We also recognize that sharing facilities and clients brings unique challenges in resource allocation, funds management, administration and efficiency. We and our partners have made great strides toward providing all clients the best service possible. We must continue improving by reaffirming our guiding principle of putting clients' needs first and working toward truly integrated operations where organization boundaries are invisible to our customers.

Facilities challenges

Employment Security faces several challenges with maintaining affordable and functional facilities. Rising prices have made many of our leases unsustainable. Exacerbating this problem, Employment Security frequently shares field office space with our WorkSource partners. These partners are being affected by the same rising prices and reduced funding that we experience, which often force them out of their leases. Employment Security must accommodate these additional costs without additional resources.

Within Thurston County, we are struggling with aging facilities with high operating costs, ineffective use of the space due to outdated furniture and activities spread across several facilities. This leads to inefficiencies that ultimately cost the agency and taxpayers money. In addition, some of our buildings have fundamental structural and maintenance issues that must be addressed for the safety of our employees.

Rising prices, inefficiencies and safety issues require Employment Security to make capital expenditures and investments that exceed our current revenue. We are confronting this challenge by looking for additional opportunities to share costs with community partners, to consolidate space under new leases and to obtain additional sources of funding.

Washington's citizens have identified key results they expect from government:

1. Improve student achievement in middle and high schools.
2. Improve the value of post-secondary learning.
3. Improve the health of Washington residents.
4. Improve the security of Washington's vulnerable children and adults.
5. Improve the economic vitality of businesses and individuals.
6. Improve statewide mobility of people, goods and services.
7. Improve the safety of people and property.
8. Improve the quality of Washington's natural resources.
9. Improve cultural and recreational opportunities throughout the state.
10. Strengthen government's ability to achieve results efficiently and effectively.

Our performance management system

In recent years, Employment Security has been recognized as a leader in applying the tools of performance management to improve its operations and communicate its key accomplishments. We continually evaluate where we are now, where we want to go, how we will get there and how we will measure results.

Building a high-performance culture with a demand for excellence and data-driven decisions is a continuing process. Employment Security is refining its performance-management process to more explicitly link our strategic goals to our on-the-ground operations in a multi-tier performance-management system. We are now looking to expand our use of data-driven decisions to take us to the next level. We are successfully using data to investigate our processes, identify best practices and isolate areas on which to focus and make further improvements at the divisional level. The next step will be using performance management as the lever to move the entire organization along our strategic path, examining all operations from the perspective of how they affect our ability to achieve the strategic goals identified in this document.

Employment Security's enhanced performance-management system also will allow us to stay focused on how the department's activities affect the Governor's priorities of government and contribute to making Washington the best-managed state in the country. Employment Security actively participates in the Governor's Government, Management Accountability and Performance (GMAP) forums on economic vitality and vulnerable children and adults, and also contributes to the Governor's seven priorities of government.

Employment Security Department strategic goals	Priorities of Government						
	Economic Vitality	Government Efficiency	Vulnerable Children and Adults	Safety	Health	Student Achievement	Post-secondary Learning
1. Support economic stability through just and timely tax and benefit systems.	Direct	Secondary	Direct	Secondary	Secondary		
2. Contribute to an effective workforce system by strengthening state and community partnerships and delivering a prepared and stable work force.	Direct	Secondary	Direct	Secondary	Secondary	Secondary	Secondary
3. Achieve results by strengthening leadership, making data-driven decisions and providing excellent service and information.	Direct	Direct	Direct	Secondary	Secondary	Secondary	Secondary
4. Value and develop employees to increase effectiveness.	Secondary	Direct	Secondary				

Effect

Direct

Secondary

Measurements

1. Percent of unemployment benefit payments made on time.

   Target: 90 percent of claimants will receive their unemployment benefit payments within 14 days after applying.

2. Percent of unemployment benefit payments that are accurate.

   Target: 91.5 percent of all unemployment benefit payments will be accurate, per the U.S. Department of Labor guidelines.

3. Additional taxes found from employer audits.

   Target: $1.2 million per year will be collected through employer audits.

4. Percent of employer tax returns filed electronically.

   Target: 70 percent of employers will file their taxes electronically.

STRATEGIC GOAL 1

Support economic stability through just and timely tax and benefit systems.

Objective A - Improve the accuracy, efficiency, fairness and accessibility of the unemployment benefit system.

Key strategies

- Provide timely and accurate eligibility determinations and support a high-quality appeals process.
- Prevent and uncover benefit fraud and aggressively seek repayment of benefits paid as a result of fraud or error.
- Improve telecenter technologies to help deliver fast and accurate benefit payments to claimants.
- Build a fast and efficient system for producing policy and procedure updates in response to legislative changes, customer feedback and technological innovations.

Objective B - Improve the accuracy, efficiency, fairness and accessibility of the tax system.

Key strategies

- Increase employer access to information and services through in-person outreach and education and improved technology tools.
- Prevent and uncover tax fraud and errors through a high-quality audit program.
- Implement a new tax system that is flexible and responsive to legislative changes.
- Review and implement changes to the tax collection program to focus on collecting large balances and to reduce total outstanding receivables.
- Acknowledge and reward excellence in collections to improve performance.
- Build a fast and efficient system for producing policy and procedural updates in response to legislative changes, customer feedback and technological innovations.

Objective C - Successfully implement the Family Leave Program.

Key strategies

- Launch the information-technology system for paying family-leave benefits by October 2009.
- Communicate to prospective parents in the work force about the benefits and eligibility requirements of the Family Leave Program.
- Build a fast and efficient system for producing policy and procedure updates in response to legislative changes and customer feedback.

Recent accomplishments

Underground economy

In its first 19 months in operation, the special unit created to search for unregistered businesses that are defrauding the unemployment insurance system found $1.5 million in unpaid taxes and more than 2,100 employees had not been reported to the state.

Operating efficiencies

In less than a year, an agency-wide initiative to cut mailing expenses saved more than $1 million in operating costs.

Measurement

1. Percent of job seekers who get a job within three months after the quarter when they receive a service

   Target: 60 percent of all people we serve will obtain a job after they receive a service.

Target groups

It has been our strategy at WorkSource to maximize our effect by focusing on people who are most likely to benefit from our services. These populations include WorkFirst participants (welfare recipients), veterans, unemployment insurance claimants, dislocated workers, youths, offenders, older workers, individuals with disabilities, individuals with language barriers, and those who lack the education or training to compete for good jobs.

To assure proper services, we have emphasized an initial-assessment process that allows us to more accurately align our services with the clients' needs.

STRATEGIC GOAL 2

Contribute to an effective workforce system by strengthening state and community partnerships and delivering a prepared and stable work force.

Objective A - Advance a unified and integrated system that promotes economic development by educating and training Washington's workers for skills that are in demand in the workplace.

Key strategies

- Use the department's administrative framework to help partners create a statewide policy for integrating workforce development systems.
- Respect local decision-making flexibility while increasing the tools through which the department guarantees workforce development councils' performance in addressing statewide goals and achieving measurable results for employers, workers and job seekers.
- Deliver seamless services to clients who receive job training and placement assistance, without regard for institutional barriers.
- Support development of career pathways and implementation of career ladders that allow lower-skill and entry-level workers to successfully enter and advance in the job market.
- Use the industry cluster approach to set priorities for job skills training.

Objective B - Customize skill-needs assessments and business services to meet local community needs.

Key strategies

- Use labor market information and industry data to match job seekers with jobs that need their skills.
- Enhance staff knowledge of how local job markets and career ladders work.
- Collaborate with local partners to identify targeted industries and occupations with projected job openings and training needs.

- Work actively with business and labor representatives to respond to specific regional workplace needs.
- Target Washington Service Corps and Reading Corps activities in skill development.

Objective C - Improve the employability of middle-skilled, under-skilled and economically disadvantaged clients who have difficulty competing in the current labor market.

Key strategies

- Identify more of the people who are most likely to benefit from enhanced services by improving the WorkSource intake process.
- Improve how we assess people's work skills to provide them with personalized job search and skill-improvement assistance.
- Improve the quality of intervention strategies and services that increase skills that are in demand and lead to meaningful employment.

Recent accomplishments

The Spokane WorkSource center, a partnership of government agencies, community colleges and non-profits that offer employment services for job seekers and businesses, has been selected as the best one-stop career-service center in the United States – out of more than 1,800 centers nationwide – by the International Association of Workforce Professionals.

Governor Gregoire offers her congratulations to WorkSource Spokane employees and partners for the center's recent recognition as the nation's Best One-Stop Center of the Year.

Measurement

1. Percent of inquiries responded to within two hours.

   Target: 90 percent of all information requests will be responded to within two hours.

STRATEGIC GOAL 3

Support Washington's economy by providing excellent service and information to internal and external customers to assist in making data-driven decisions.

Objective A - Simplify and increase access to economic information and analysis for workers, businesses and policy-makers.

Key strategies

- Improve public access to economic information for career planning.
- Expand opportunities for providing and exchanging electronic information with economic development professionals.
- Identify and provide key information useful to other agencies and the Legislature.

Objective B - Provide timely, high-quality, professionally presented information to stakeholders and decision-makers.

Key strategies

- Strengthen and expand internal and external communications capabilities.
- Provide data and information to inform federal government policy deliberations.
- Respond quickly and efficiently to the information requests from stakeholders and the Legislature.

Objective C - Increase the use of data, analysis and performance measures to inform decisions and recognize and reward outstanding performance.

Key strategies

- Maintain ongoing operational excellence by using performance measures to assess and adjust procedures.
- Improve internal data gathering and results reporting used for making management decisions.
- Track progress toward achieving the department's strategic goals using a multi-level performance-management system.

Objective D - Improve financial planning and oversight.

Key strategies

- Maximize current resources to their fullest potential.
- Develop long-term financial stability options that address declining federal funding.
- Develop financial reporting tools to enable managers to effectively manage their budgets.

Measurement

1. Percent of employees who have current performance evaluations.

   Target: 100 percent of all employees will have up-to-date evaluations on their performance.

2. Percent of employees who have a current individual training plan.

   Target: 100 percent of all employees will have a training plan.

STRATEGIC GOAL 4

Value, develop and support employees to increase effectiveness.

Objective A - Build a high-performance work force that is competent and culturally diverse.

Key strategies

- Ensure that each employee's professional-development plan strengthens his or her job capabilities and aligns with the department's business needs.
- Develop recruitment strategies that ensure access to candidates with special skills the department requires in all areas of the state.
- Increase recruitment and outreach activities to ethnic communities.
- Develop and implement a professional leadership program, to include structured coaching, mentoring and rotational job assignments.
- Develop and implement a formal succession plan to address the pending retirement of a large percent of the department's work force.

Objective B - Provide a positive working environment and the necessary information and tools to help employees be successful.

Key strategies

- Encourage a healthy workplace statewide.
- Maintain the capacity, security and availability of information technology systems to meet changing needs and requirements.
- Enhance management of information technology by using sound project management and quality-improvement practices.
- Respond to the space needs of the department by managing leased/owned facilities and effectively forecasting future space needs.
- Strengthen risk-management practices.

Statutory-authority references

Following are the enabling laws that authorize the establishment and operation of Employment Security Programs

• Title 50 RCW provides the authority for administering the Employment Service Program, the Unemployment Insurance Program, the Administrative Contingency Fund, the Employment Security Administrative account (claimant placement) and other dedicated programs administered by the department.

• RCW 43.79.010 provides authority for collecting and disseminating labor market information and for administering programs related to the Commission for National Community Service, which provides work experience through community service.

• RCW 50.65.030 provides authority for the Washington Service Corps.

• RCW 49.86 and Chapter 329, Laws of 2008, establish and provide authority for the Family Leave Insurance program.

• RCW 41.48.060 provides for the Federal Social Security coverage, the Old Age and Survivor's Insurance Program (OASI) for employees of Washington State and of local governments via a joint state-federal agreement.

• PL 105-220, relating to the federal Workforce Investment Act (WIA), codifies the one-stop service-delivery system and brings multiple federal programs (public labor exchange (Wagner-Peyser), veterans, older workers, adult literacy and disabled) under a state planning and service-delivery umbrella. The Employment Security Department is charged with administering the Workforce Investment Act in Washington State.

• PL 104-193 and RCW 74.08.090 establish the WorkFirst program. The department provides employment-related services to WorkFirst participants under contract with the Department of Social and Health Services.

Employment Security Department
WASHINGTON STATE

The Employment Security Department is an equal-opportunity employer and provider of programs and services.
Auxiliary aids and services are available upon request to persons of disabilities.

ES-08-149