

Retooling Washington Work Group 1

*Coordinated Outreach to
Unemployment Insurance (UI) Exhaustees*

Annual Report

October 2010 - November 2011

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¹ Former deliverables two (Exhaustee Outreach Plan) and three (Resource Referrals for Exhaustees) have been combined.

Executive summary

Washington State continues to face the most difficult economic time since the Great Depression. At the Workforce Training and Education Coordinating Board's (Workforce Board) Retooling Washington's Future meeting on October 5, 2010, participants discussed ideas about how Washington's workforce system can make a difference in the near term. While many agencies were already providing services to this specific population of exhaustees, it became evident that coordinating efforts would be beneficial and provide valuable information.

The specific directive for Work Group 1 is "coordinated outreach to UI exhaustees, including demographic breakdown of who is in the pool, some market analysis of skills available and work history, development of service tool chest and identification of service points for referral. Also includes development of the actual outreach strategy (collateral materials, single website, etc.)."

To effectively coordinate outreach activities to the growing population of those exhausting all unemployment insurance (UI) benefits, Work Group 1 has met regularly since its inception last year.

This annual report details the accomplishments of Work Group 1 and provides a clear plan for the next steps in each of the three key deliverables:

- 1) Data;
- 2) Exhaustee Outreach Plan/Resource referral information for exhaustees; and
- 3) Resource referral toolkits for service providers.

Members

Members of Work Group 1 are comprised of staff from multiple organizations that provide a diverse collection of services to exhaustees.

Organizations below are listed in alphabetical order:

- Department of Commerce (COM)
- Department of Social and Health Services (DSHS)
- Department of Veterans Affairs (DVA)
- Employment Security Department (ESD)
- Higher Education Coordinating Board (HECB)
- State Board for Community and Technical Colleges (SBCTC)
- WA Workforce Association (WWA)
- WorkForce Central
- Workforce Development Council of Snohomish County (WDCSC)
- Workforce Development Council of Spokane
- Workforce Training and Education Coordinating Board (Workforce Board)

Deliverable #1: data

To help inform outreach efforts and service delivery statewide, the Employment Security Department (ESD) publishes updated exhaustee data reports each month.

Collection and publishing

Unemployment Insurance (UI) data staff within ESD runs a report at the end of each calendar month to collect relevant exhaustee data. After collection, this information is analyzed and published on the Workforce Board Retooling WA Work Group 1 web site: (<http://www.wtb.wa.gov/UIExhaustreports.asp>).

Demographics

The data collected from this report provides demographic information including:

- age;
- education;
- gender;
- occupation;
- industry;
- veterans status; and
- disability status.

Exhaustee UI benefit information is provided statewide, by county and by legislative and congressional districts.

Stakeholders

ESD shares updated exhaustee data with a variety of internal and external stakeholders:

- Workforce, Training and Education Coordinating Board (Workforce Board);
- Workforce Development Council Executive Directors;
- Employment Security Department Area Directors;
- Agency partners;
- Key legislators; and
- Work Group 1 members.

Demographic trends

ESD staff first examined exhaustee demographic information in November 2010 to identify trends that could be useful for outreach purposes. Compared to the total exhaustee population in November of 2010, the exhaustee population as of September 2011² shows:

- The split between females and males remains the same (41 percent female, 59 percent male);
- A slight increase in the percentage of exhaustees ages 25-34;
- A higher percentage of exhaustees with less than a high school diploma; and
- A slightly greater percentage of non-Caucasian exhaustees.

In addition, ESD compared the general demographics of Washington's employed labor force in calendar 2010 to characteristics of claimants who had exhausted all UI benefits as of November 10, 2011. Results are similar to a previous comparison done last year:

² [See Appendix A](#)

- There is a greater percentage of exhaustees age 45 and older;
- The least educated workers are exhausting at a higher rate;
- Males continue to exhaust benefits out of proportion to their labor force participation;
- African Americans are 7.5 percent of exhaustees but only 2.5 percent of the labor force;
- Workers in the construction and manufacturing industries exhaust benefits far out of proportion to their employment levels; and
- Workers from construction and management occupations exhaust benefits at nearly triple the rate of their respective shares of the workforce.

Pace of exhaustions

The pace of exhaustions has varied over time. Major increases appeared in March 2010 when the earliest group of exhaustees ran out of UI benefits and in November 2010 when corrected calculations of benefits resulted in a second large group of additional exhaustions. September and October 2011 saw the largest monthly totals in nearly a year, with over 4,000 exhaustions in each of those months.

ESD staff also examined exhaustions over time to identify trends connected with various demographic and employment factors. The analysis continues to show:

- The relative proportions of exhaustions by industry, occupation, gender, education, and ethnicity remain relatively stable over time even as the absolute number of exhaustees continues to rise.

Detailed charts summarizing this trend analysis are available on the Work Group 1 web site: (<http://www.wtb.wa.gov/UIExhaustreports.asp>).

Accomplishments to date

Reports

- ESD has conducted an in-depth review of exhaustee wage data³. This analysis reinforces findings in the recent exhaustee survey. For example,
 - The number of exhaustees who have found employment remains low;
 - Exhaustees who have found employment are earning significantly less than before they filed a UI claim; and
 - Exhaustees continue to face a decrease in wages altogether.
- ESD continues to provide updated monthly data reports statewide, by county, by legislative district, and congressional district.
- Work Group 1 has partnered with the Workforce Board to identify the number of exhaustee data web hits: approximately 2,200 since October 31, 2011.

Exhaustee survey

- ESD's Labor Market and Economic Analysis branch (LMEA) conducted a survey of the exhaustee population by email in April 2011. Over 5,000 exhaustees participated and significant findings included:
 - Nearly 25 percent have returned to work;

³ [See Appendix A](#)

- 80 percent of those back at work are earning less than in their former jobs – on average, about 29 percent less;
 - Nearly half said age is the toughest barrier to overcome; and
 - Nearly 90 percent said they have visited a WorkSource office; nearly half of the reemployed exhaustees said WorkSource services helped them find employment.
- As a follow-up to the exhaustee survey, the Resource Guide (see Deliverable #2: Resource Referrals for Exhaustees below) has been emailed to survey participants.
 - National survey of best practices: In September 2011, ESD responded to a survey request from the U.S. Government Accountability Office (GAO) detailing Washington State's efforts to assist exhaustees and other statewide assistance programs. Once compiled, GAO will present findings from this nationwide survey to Congress that may include sharing best practices. ESD will communicate information to workgroup members and the Workforce Board as it becomes available.

Indicator dashboard

- In June 2011, the Workforce Board approved the indicator dashboard for Work Group 1⁴. The workgroup will continue to update the dashboard and discuss emerging trends during workgroup meetings.

Next steps

- ESD will continue to monitor activity on the federal level pertaining to UI benefit extensions that are scheduled to expire at the end of the 2011 calendar year:
 - Washington is scheduled to return to 26 weeks of regular UI benefits beginning in January 2012.
 - ESD staff is estimating that between 70,000 and 75,000 individuals will exhaust all of their UI benefits by the end December 2011.
 - The President's [American Jobs Act](#) and the recent [Emergency Unemployment Compensation Extension Act](#) are some of the proposals being considered.

Deliverable #2: resource referral information for exhaustees

Outreach goals and strategies continue to be developed in collaboration with local partners; as well as identifying and providing resource referral information to the growing population of exhaustees.

Accomplishments to date

Auto-dialer messages: statewide

- As of October 31, 2011, nearly all of the total exhaustee population has received the statewide communication message via the auto-dialer system. These messages will run through the end of the year and includes WorkSource service information targeting exhaustees.

⁴ [See Appendix B](#)

- The Tacoma-Pierce Workforce Development Area (WDA) reported 16 new exhaustees visiting their WorkSource office during the first round of messages in May 2011.
- Earlier this year, a sub-group that included members of Work Group 1 met to identify what the state workgroup can do to support local areas in terms of communication and messaging. These discussions were incorporated into Work Group 1 meetings and ESD launched these messages on May 5, 2011.
- ESD Communications released a press release on May 10 detailing the auto-dialer roll-out. This can be found on the Work Group 1 web site: http://www.wtb.wa.gov/Retool_UIExhaust.asp.

Auto-dialer messages: local

- A select few WDAs have piloted the auto-dialer and targeted the long-term unemployed (those in the final stages of their extended benefit claims). For example,
 - The Northwest WDA sends regular auto-dialer messages out to new and long-term UI claimants. This has resulted in a 7 percent increase in those individuals coming into WorkSource offices for services.
 - Other WDAs are using the auto-dialer to promote available job opportunities to the long-term unemployed.

Communication to claimants and stakeholders

- On October 18, 2011, ESD Commissioner Paul Trause testified before the Senate Labor, Commerce and Consumer Protection Committee on a variety of topics, including services to exhaustees and the efforts of the Retooling initiative.
- Earlier this year, the Chair of the Workforce Board sent a letter to state and federal legislators regarding Retooling that included a brief description of efforts thus far and updated exhaustee data for both legislative and congressional districts statewide.
- ESD made modifications to the Claims Centers script so callers are now referred to the statewide resource guide and other services available through WorkSource.

Resource Guide

- In September 2011, ESD updated the Resource Guide to include the DSHS program, [Apple Health for Kids](#).
- Work Group 1 completed the survey of the Resource Guide that had been open from March – August 2011. Survey findings included:
 - 90 percent found the Resource Guide helpful;
 - 80 percent would recommend the Guide to someone else; and
 - The wide variety of resources listed universally appealed to respondents and their varying degree of needs.
- In December 2010, Work Group 1 developed this Resource Guide to assist individuals who were about to exhaust all UI benefits. The Guide includes resources that may be of assistance to claimants and their families.
- As of November 2011, it has been mailed to over 230,000 claimants, emailed to over 5,000 and is being handed out in WorkSource offices throughout the state.

- The Guide is also available online in both English and Spanish at <http://www.esd.wa.gov> [type “community resources” in the search box] as well as other state agency partner websites.

Ongoing local efforts

Due to the unique needs of each local area and the varying availability of local resources, each WDA has flexibility to meet the diverse needs of their customers. Many WDAs will continue developing strategic local plans and implementing new, focused strategies to serve customers.

- **Re-employment services** – several WDAs offer a variety of re-employment services and programs to assist job seekers. This includes individual assessments to identify transferrable skills, resume development, interview preparation and other ways to effectively market unique skills to employers. For example,
 - ***Meet the Employers!*** – The Spokane WDA hosts a workshop that allows job seekers to meet with a panel of local employers to learn about the interview process and potential employment opportunities.
 - ***RISE program*** – The Snohomish WDA in partnership with the Workforce Development Council of Snohomish County developed the RISE program specifically for the long-term unemployed including exhaustees. This program is intended to refocus and reenergize job-seekers who have been detached from the workforce for an extended period of time.
- **Targeted workshops** that focus on the realities of today’s economy and the changing needs of the exhaustee and long-term unemployed populations have been developed and are currently in use across the state. For example,
 - ***Dealing with Job Loss*** – The Olympic WDA offers this detailed workshop to assist job seekers in understanding their feelings of grief and depression during a period of unemployment and helps job seekers start over.
 - ***Money Smart*** – The Southwest WDA offers this workshop to help job seekers with the financial challenges of long-term unemployment or UI benefit exhaustion. Topics covered include tips on how to avoid eviction, managing debt and how to develop a spending plan.

Next steps

- ESD has extended its contract with Microsoft to offer free online training through October 2012. In the past year, more than 12,150 Washington residents have taken more than 29,000 Microsoft courses.
- ESD is exploring the use of the statewide auto-dialer to market Microsoft e-Learning opportunities to UI claimants including the long-term unemployed.
- Work Group 1 will continue to identify effective and efficient mechanisms to capture local activities and share information about those activities, including successes and barriers to success, both at local and state levels.

Deliverable #3: resource referral toolkits for service providers

Work Group 1 continues to share information with frontline staff in WorkSource offices statewide that are directly working with claimants who are exhausting or have exhausted all UI benefits.

Equally important is how the statewide workgroup can support the local, frontline providers themselves through a variety of ways.

Accomplishments to date

Training partnership

- DSHS/DVR offered unspent ARRA federal funds for ESD to provide Motivational Interviewing (MI) training to roughly 280 frontline and partner staff in 7 WorkSource locations⁵ statewide. Training began on May 31, 2011 and will conclude on December 1, 2011.
- MI training participant feedback continues to be very positive. Over 90 percent of participants feel the training has improved their job skills; and over 95 percent feel the training information will have a positive effect on customer interaction in the future.
- Training registration continues to show a 50 percent split between frontline and partner staff participation.
- MI training has been shown to help staff engage more effectively with customers and increase successful outcomes and decrease frustration. Those who have gone through this training report it resulted in a high success rate and improved interaction with customers.

Service referrals

- DSHS/DVR is partnering with ESD to improve the referral process to DVR services when applicable. This may include updates to training manuals for frontline staff, an improved link to the online assessment and a link to ESD's [Go2WorkSource](#) web site. A sub-group with representatives from both agencies continue to meet and will report progress to workgroup members.

Ongoing training

- ESD offers a one-day training that focuses on assessing and de-escalating angry, hostile and potentially violent customers.
- In addition, ESD developed a curriculum for a one-day training that assists staff in identifying issues related to stress and time management. Staff is also trained how to develop strategies to meet personal and/or professional challenges related to stress.

Local efforts

- Data from frontline staff has been gathered to capture how and when claimants likely to exhaust are contacted and other services being offered in WorkSource offices statewide.

⁵ Trainings are being offered in Spokane, Lakewood, Moses Lake, Vancouver, Lynnwood, Auburn and North Seattle; [See Appendix C](#).

- Issue briefs detailing services and activities for serving the long-term unemployed by each WDA statewide, have been developed and are updated on a quarterly basis. These issue briefs are available on the Work Group 1 web site: http://www.wtb.wa.gov/Retool_UIExhaust.asp.

Next steps

- ESD and DVR representatives will continue to communicate with the MI training facilitator and receive a complete training report by the end of the year. Results will be shared with workgroup members and the Workforce Board.
- Future training and other agency partnership opportunities will be discussed and possibly developed during monthly workgroup meetings.
- Work Group 1 will continue to explore the feasibility of creating a topical search index that includes WDA information, to be posted on the Work Group 1 web site.

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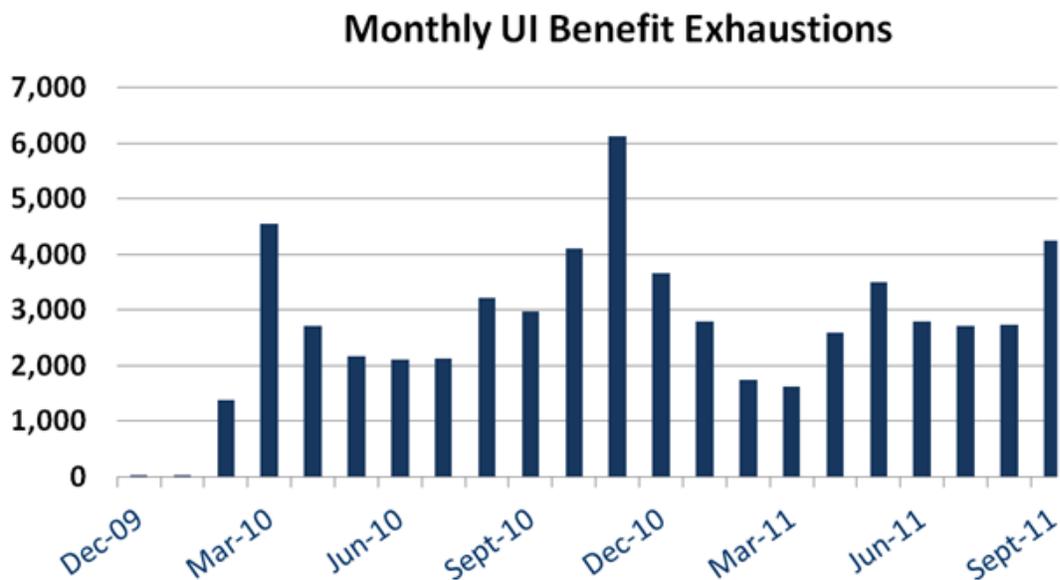
Action plan and milestones

Milestone	Date Completed
Work Group 1 meetings began; initial discussions included members, the development of a charter and outreach plan, as well as a resource guide for those exhausting.	October 27, 2010
ESD began publishing and providing regular updates of monthly UI exhaustee data that provides demographics and benefit information at the state and county levels, and by legislative and congressional districts.	October 27, 2010
Resource guide with contact information was inserted into a UI mailer that reached 230,000 claimants; this information was posted on the Work Group 1 web site and partner web sites; it is also distributed in WorkSource offices statewide.	December 1, 2010
A survey was developed to measure the effectiveness of the resource guide; it closed August 1, 2011.	March 7, 2011
ESD's Claims Center script was updated to contain the resource guide information.	March 9, 2011
ESD survey of the exhaustee population began; it closed April 29, 2011.	March 18, 2011
ESD expanded available exhaustee data to include congressional district information. An update was provided to Work Group 1 and data was linked to the Workforce Board web page.	April 1, 2011
Provided a 6-month progress report to the Workforce Board.	May 5, 2011
Statewide auto-dialer messaging to exhaustee population began; one message will go out each month to reach new exhaustees. This effort is scheduled to run through December 2011	May 5, 2011
Developed draft dashboard of measures; presented and approved by the Workforce Board.	June 14, 2011
ESD expanded exhaustee data by analyzing wage information for exhaustees. Data will be published quarterly and tracked through monthly workgroup meetings.	October 2011
Participated in the Retooling Forum.	October 6, 2011

ESD Commissioner Paul Trause testified before the Senate Labor, Commerce & Consumer Protection Committee regarding exhaustees.	October 18, 2011
Provided an annual progress report to the Workforce Board.	November 17, 2011
Final Motivational Interviewing (MI) training cohort scheduled to conclude.	December 1, 2011

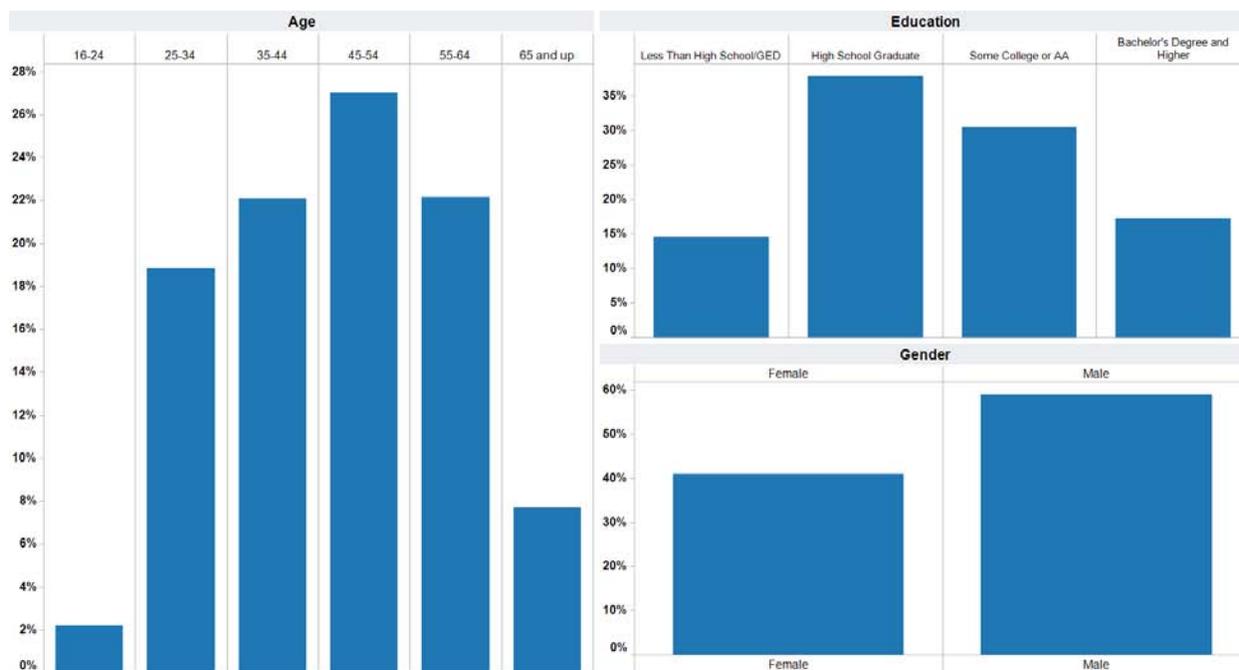
Appendix A: data

Demographic trend analysis



Source: ESD UI Research, November 10, 2011

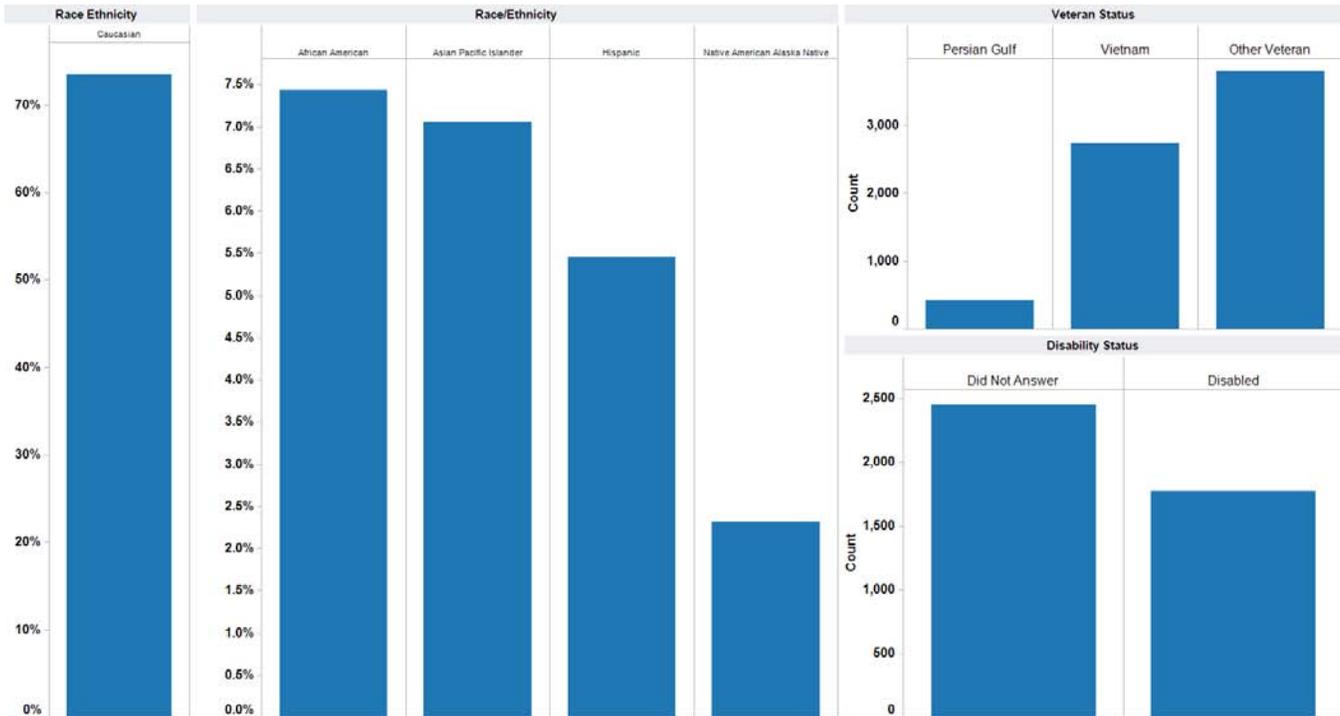
Monthly UI Exhaustee Demographics Age, education, gender



Source: ESD UI Research, October 1, 2011

Monthly UI Exhaustee Demographics

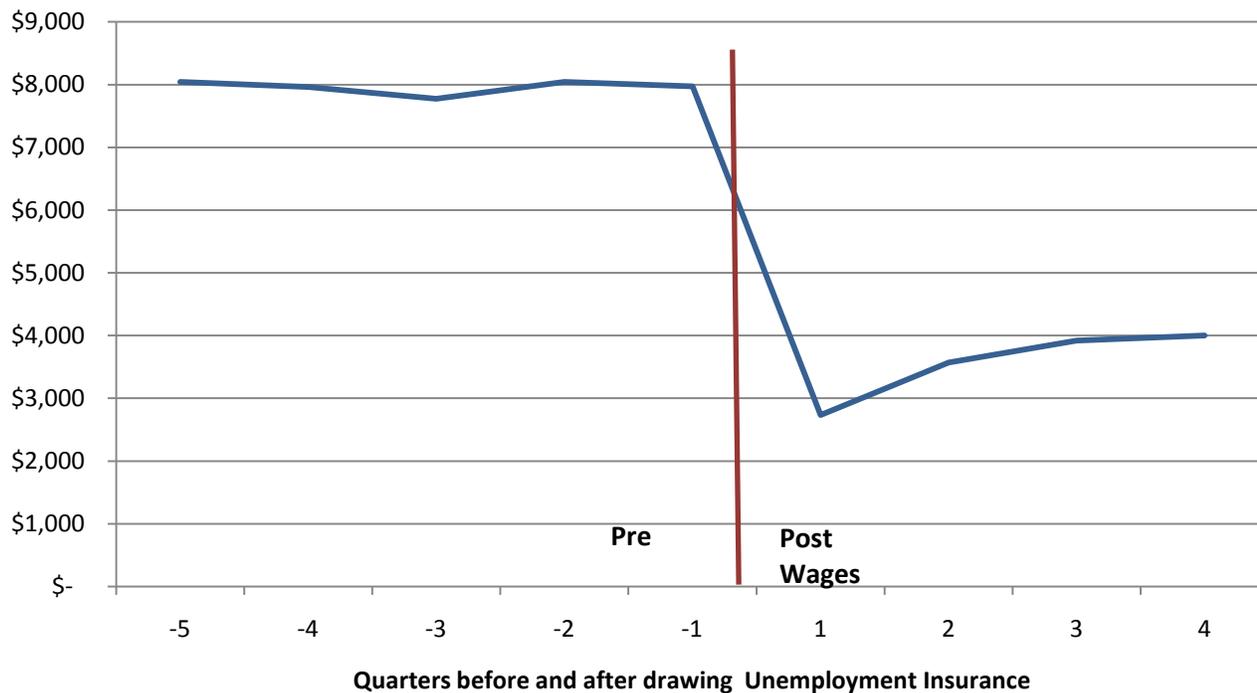
Race, veteran and disability status



Source: ESD UI Research, October 1, 2011

Exhaustee reemployment wage analysis

Comparison of Pre/Post Quarterly Wages Exhaustees*



* as of week 44 of
2011

— Qtrly Wage_Median

Source: ESD Administrative Records

Appendix B: indicator dashboard



Retooling Washington Work Group 1: Coordinated outreach to unemployment insurance (UI) exhaustees

Amy Leneker
Employment Security Department

Directive

"Coordinated outreach to UI exhaustees, including demographic breakdown of who is in the pool, some market analysis of skills available and work history, development of service tool chest and identification of service points for referral. Also includes development of the actual outreach strategy (materials, single website, etc.)."

Deliverables

The three key deliverables are:

- 1) Exhaustee data
- 2) Exhaustee outreach plan/resource referral information for exhaustees
- 3) Resource referral toolkits for service providers

Schedule

Description	Due date	Status
Convene workgroup	10/27/10	Completed
Convene monthly meetings	Ongoing	Ongoing
WTECB approve charter	11/18/10	Completed
Present updates at WTECB meetings	As scheduled	Ongoing
Present 6 month progress report to WTECB	5/5/11	Completed
Presented annual report to WTECB	11/17/11	Completed

Indicators (data as of November 16)

Description/target	1st quarter*	2nd quarter*	3rd quarter*	4th quarter*
1) Exhaustee data				
Number of exhaustees	41,300 total	50,200 total	59,900 total	64,500 total
2) Exhaustee outreach plan/resource referral information				
Number of statewide auto-dialer messages	N/A	44,500 total	50,100 total	64,000 total
Number of individuals that received the Resource Guide	230,000**	4,700	3,000	5,000***
Percentage of those surveyed who found the Resource Guide helpful	80%	90%	90%	Survey closed 8/1/11
Number of new exhaustees who visited WorkSource the month they exhausted	2,300	1,900	700	1,100
Number of claimants within a month of exhausting who visited WorkSource	1,100	900	800	800
3) Resource referral toolkits for service providers				
Number of frontline and partner staff who received Motivational Interviewing training	N/A	60	160	280
4) Outcomes				
Number of exhaustees who found employment	12,100 total	15,900 total	14,800 total	Data available early 2012
Percentage of exhaustees who filed a new claim	Less than 1%	Less than 1%	Less than 1%	Data available early 2012

*1st quarter (Jan – March); 2nd quarter (April – June); 3rd quarter (July – Sept); 4th quarter (Oct – Dec);

Mailing from December 2010; *Exhaustee survey participants

****All data is rounded



Appendix C: training

Motivational Interviewing (MI) Training

Through the partnership between DSHS-DVR and ESD, MI training is being provided to seven different WDAs statewide between May – December 2011:

Field Site Location	Room Name	1st Session	2nd Session	3rd Session
Spokane WorkSource	Redwood Room	May 31-June 1	6/27/2011	7/26/2011
Lakewood WorkSource	Mt. Rainier Room	June 28-29	7/27/2011	8/23/2011
Moses Lake (Central Basin WorkSource)	Room 108	July 20-21	8/18/2011	9/13/2011
Vancouver WorkSource	Room 3 or 5	July 28-29	8/24/2011	9/20/2011
Lynnwood DSHS for Everett WorkSource	Multipurpose Room	August 4-5	8/30/2011	10/4/2011
Auburn WorkSource	Cougar Room	August 25-26	9/21/2011	10/12/2011
North Seattle, WS Affiliate	Room 142 A&B	October 6-7	11/3/2011	12/1/2011

These locations were chosen due to the higher population of both exhaustees and DVR clients. Capacity for training is 40 staff on a first-come, first-served basis. Registration continues to be monitored to ensure both ESD and partner staff is included, with the desire that up to five local mental health partners will have an opportunity to participate.

Motivational Interviewing is a non-judgmental style of interaction that allows acceptance of an individual's ambivalence or frustrations about change. This hands-on training has been shown to help staff engage more effectively with customers and increase successful outcomes and decrease frustration. Those who have gone through this training report it resulted in a high success rate and improved interaction with customers.

Motivational Interviewing Training: Introductory ABC Series

Session A (2 days)

This is the first two-day session in a series of classes introducing Motivational Interviewing. It will cover Self-Determination Theory and Stages of Change. It is done in an adult learning format with frequent breaks and remote (clickers) feedback on questions to the audience. It will convey the conceptual framework of the theory and practice of Motivational Interviewing. There will be a facilitated discussion on the

common roadblock to effective communications. It introduces R.E.D.A.S. which is one of several acronyms used in the training. (D=Develop Discrepancy, E=Express Empathy, A=Amplify Ambivalence, R=Roll with Resistance, S=Support Self-efficacy). There is a video presented of a client being interviewed by William Miller as well as some exercises in group discussion using one of the tools. On the second day, there is additional information about eliciting “change talk” and tools to accomplish that.

Session B (1 day)

This session is offered 30-45 days after the first session to give participants a chance to practice and integrate what they’ve learned. Those attending will have an opportunity to share what they recall about session A and what they have been able to apply in their work settings. R.E.D.A.S. and O.A.R.S. (O=Open-ended questions, A=Affirmations, R=Reflections, S=Summarizations) will be reviewed. The group will be introduced to coding and have an opportunity to review a video and code the video. How to identify and focus on a target behavior will be discussed as well as stage of change matching. There will be work in small groups applying these concepts.

Session C (1 day)

This is the final day in the introductory series and will review the tools presented earlier as well as the WA State University – Motivational Interviewing web site. Large and small group activities will provide more practice for participants to classify the messages that they hear in observing MI conversations. Another video presentation will be coded by the group and the “spirit of Motivational Interviewing” will be explained. D.A.R.N.-C. will be used in the coding exercise and a description of MI Proficiency will be given.