

# MANAGEMENT READINESS CHECKLIST FOR WORKLOAD INCREASES

## Ideas to Consider



## **E**NVIRONMENTAL OUTLOOK

1. \_\_\_ The State and local economic environment is continuously reviewed to identify potential unemployment insurance (UI) workload increases and large layoffs.
2. \_\_\_ Forecasts for new employment creation have been reviewed to determine what occupations in which industries will be in demand in order to properly direct re-employment efforts.
3. \_\_\_ Types of employment in the State have been analyzed (e.g., industry type and size of firm) to predict layoffs.
4. \_\_\_ Information regarding changes in claimant population composition/characteristics and anticipated service needs has been reviewed.
5. \_\_\_ An assessment of One-Stop system capacity to effectively and promptly provide needed services has been made.
6. \_\_\_ An assessment of changing claimant needs and expectations and its impact on the delivery of services has been made.
7. \_\_\_ An assessment of Trust Fund adequacy has been made.

## **H**UMAN RESOURCES

1. \_\_\_ An assessment of capabilities to quickly hire additional staff has been made and actions to address problems have been initiated.
2. \_\_\_ A roster of candidates for rapid employment of additional staff is readily available.
3. \_\_\_ Whether/how existing staffing requirements can be modified (e.g., part-time to full-time) has been determined.

4. \_\_\_ Amending labor-management staffing agreements, if necessary, to accommodate an increasing workload has been considered.
5. \_\_\_ “Outsourcing” opportunities consistent with merit system requirements have been considered.
6. \_\_\_ The adequacy of employee handbooks, policy and procedural manuals to guide new staff has been reviewed.
7. \_\_\_ Options related to redeployment of staff from other areas have been weighed and considered to minimize disruption of ongoing work.
8. \_\_\_ A plan for necessary training for redeployed staff has been considered/developed.
9. \_\_\_ Staff potential to address workloads and training needs in all areas (adjudication, appeals, employer services, blocked claims, and other services) has been assessed.
10. \_\_\_ Training includes all venues where services are provided (e.g., local offices, call centers and Internet).
11. \_\_\_ Recruiting retired annuitants to handle workload increases has been considered
12. \_\_\_ A strategy has been developed to educate and inform appropriate State officials of the unique funding process for UI positions to avert any impact of State-wide hiring freezes, shutdowns, furloughs, or other similar personnel actions.
13. \_\_\_ A system to share “fast track” information/guidance among all offices and staff is in place.
14. \_\_\_ A succession plan to counteract the loss of program, managerial and administrative expertise has been developed.

## **O**PERATIONS

1. \_\_\_ Changes in the days and hours of operation to accommodate increased workloads have been evaluated.
2. \_\_\_ Different claims filing methods/options have been assessed for most effective results (depending on size and scope of workload).
3. \_\_\_ A plan is in place for UI participation on all Rapid Response teams.

4. \_\_\_ Distribution of UI workload activities has been re-examined (e.g., experienced staff get most complex claims).
5. \_\_\_ Consideration has been given to a flextime program for hours of work or to changing mandatory reporting time frames.
6. \_\_\_ Scheduling of appointments rather than accepting only walk-ins has been considered.
7. \_\_\_ A media strategy has been developed to announce (for example) location and hours of services.
8. \_\_\_ An assessment has been made concerning additional staff who can handle general UI information calls.
9. \_\_\_ The State Web Site contains a *Frequently Asked Questions* section for claimants and employers.
10. \_\_\_ Service partners are ready to support workload increases (i.e., Job Service, One-Stop Centers, etc.).
11. \_\_\_ Lead time to obtain supplies, such as, resupply of paper documents, forms, check stock, etc. has been assessed.
12. \_\_\_ Potential workload expansion has been discussed with the organization(s) responsible for producing and mailing benefit payment checks.
13. \_\_\_ An analysis regarding employer report delinquency and its impact on UI claims (e.g., blocked claims/missing wage issues) has been conducted.
14. \_\_\_ An analysis/evaluation of operational strengths, weaknesses, opportunities and threats has been completed.
15. \_\_\_ On-line guides have been developed/considered for use in adjudication activities.
16. \_\_\_ Arrangements with employers planning for large layoffs have been pursued to quickly obtain verification of separation information, etc.

## **T**ECHNOLOGICAL CAPACITY

1. \_\_\_ Expansion of existing technological capability has been planned to address workload

increases (e.g., trunk lines, PBX switches, IVR ports, servers and desktop software and hardware).

2. \_\_\_ Consideration has been given to expanding staff to handle all types of calls.
3. \_\_\_ A policy has been developed to respond to claimant/employer e-mail inquiries (security/confidentiality concerns, etc., have been reviewed).
4. \_\_\_ An automated message system exists or is planned to provide information on how to file, where to file , and where to find job search assistance, etc.
5. \_\_\_ Lag time for procuring additional hardware, software and other technology infrastructure has been assessed.

## **F**ACILITIES

1. \_\_\_ Options for expansion to accommodate an increased workload have been developed.
2. \_\_\_ Flexible work hours and tele-commuting for staff have been considered.
3. \_\_\_ Opening new work sites has been considered.
4. \_\_\_ Space/Facility acquisition process has been assessed in order to determine lead time.

## **P**ROGRAMMATIC AREAS

### **INCOME TAX WITHHOLDING**

1. \_\_\_ Procedures are in place to ensure deposit of withheld income tax from a claimant's benefits on a daily basis, rather than bi-weekly or monthly, to comply with the \$100,000 IRS rule. (Reference UIPL No. 35-00 - dated September 29, 2000).

### **Disaster Unemployment Assistance (DUA)**

1. \_\_\_ Procedures to handle significant DUA and additional UI claims workloads resulting from the possible occurrence of a disaster are in place.

### **Trade Readjustment Allowances (TRA)**

1. \_\_\_ Procedures are in place to handle increased TRA claims workloads.

### **APPEALS**

1. \_\_\_ The need for additional support staff and equipment to address increases in UI appeals workloads has been assessed.
2. \_\_\_ Scheduling of telephone hearings instead of in-person hearings has been assessed.
3. \_\_\_ Outsourcing of appeals decision typing activities has been considered.