

行政院及所屬各機關出國報告
(出國類別：參加國際研討會議)

參加「國際勞動力專業人員協會
第 98 屆年會及國際教育研討會」報告

服務機關：行政院勞工委員會

行政院經濟建設委員會

姓名職稱：莊美娟秘書、鄭佳菁專員

出國地區：美國

出國期間：100 年 6 月 24 日至 7 月 2 日

報告日期：100 年 9 月 30 日

摘要

美國國際勞動力專業人員協會 (International Association of Workforce Professionals—IAWP) 係由社會安全領域的工作者所組成，成立目的主要在於增進全體會員的成長與發展，並為從事社會安全相關業務之人員提供服務。我國自民國 54 年參加該協會，每年均組團參加該協會輪流於美國各州舉辦之年會。

本次會議於 100 年 6 月 26 日至 6 月 30 日於美國密蘇里州聖路易市 Hilton St. Louis Frontenac 舉行，國際代表團除我國外，另有南韓、日本、拉脫維亞及立陶宛。我國代表團成員包括行政院勞工委員會駐美莊秘書美娟、行政院經濟建設委員會鄭專員佳菁等 2 人代表出席。

此次會議的主題為「促進勞動力發展」(Thriving in Today's Workforce)，討論的議題分為：勞動力服務 (Workforce Services)、失業服務 (Unemployment Services)、特殊顧客服務 (Specialized Customer Service)、專業成長 (Professional Growth)。出席會議的人員除國外代表，均來自美國各地的公民營就業服務單位的從業者，研討的議題跟實務有密切關係。

本次會議議程非常緊湊，安排之研討會的場次居歷年之冠。透過本國際性會議，除增長見聞及拓展國際視野外，藉由參與研討，與國外專業人員分享工作心得，吸取專業經驗，獲益匪淺。主要心得與建議如下：

- (一) 此次我國代表團受到會議主辦單位及美國各州代表的熱情歡迎與關心，深切感受到 IAWP 對我國的高度重視。此外，IAWP 是我國少數以「中華民國」為會員代表名稱加入之國際性的協會組織，對我國之尊重與重視可見一般。
- (二) 國際勞動力專業協會係以民間力量輪流於各州辦理年會，定期邀集社會安全從業相關人員齊聚一堂，針對勞動力服務、失業服務、退休人員及專業成長等相關議題進行討論，讓各州之從業人員透過交流及分享各州特殊具體策略或做法，對個人成長與專業知識的增進，以及相關業務的推展，都有很大的助益。

(三)我國代表奉派出席本次國際性會議，除增長見聞及國際視野外，並藉參與研討及參訪，與國外專業人員交換工作心得，吸取專業經驗，獲益匪淺。此外，承蒙勞委會駐華府莊秘書美娟的悉心照顧與安排，相關會議及活動之參與均能順利進行，也深切體會到駐外人員的辛苦與努力。在外派資源與分工不若國內細緻與充裕的情況下，莊秘書代表我國行政院勞工委員會，充分運用有限資源，成功與美國各州勞工廳廳長成員，建立伙伴關係，並隨時掌握國際勞動力發展脈動，將駐外資源發揮最高效益，並拓展我國國際能見度，足為我國公務人員之楷模。

(四)面對 2008 年全球化的經濟危機，各國政府為減少對就業市場的衝擊，所採取的措施，包括：對在職勞工的僱用安定、失業勞工的權益保障、擴大內需增加就業以及照顧弱勢族群等政策，大體上執行方式與成果均與我國相仿。惟在減少裁員方面，美國加州採行的「工作分享失業保險計畫」，透過現行失業保險給付制度，將失業保險的給付對象擴大到被迫降低工時的在職者，是一個讓政府、企業及勞工三方皆贏的計畫，有效減少民間部門的裁員，並降低引發後續的社會及經濟等問題。

工作分享計畫 (Worksharing) 或稱為 STC(Short Time Compensation)，目前在美國已有 20 個州在失業保險的制度下採行，其中有 3 個州是 2010 年實施，1 個州是在 2011 年才實施，尤其在 2008-2009 年全球經濟危機時，實施的比率最高。而今年美國國會亦有議員提出「裁員預防法」草案 (Layoff Prevention Act of 2011)，與加州所採行的計畫是源於相同之概念與制度思考。

反觀我國，在 2008-2009 年的全球金融危機時，民間部門紛紛以放無薪假、裁減正式員工，或改以進用勞動派遣人員等方式，縮減勞動成本。面對這樣的情況，政府的勞動政策及法令，卻無法有「彈性」及「變通」的因應，因此受到各界的質疑。近來，全球經濟有二次衰退的跡象，為因應未來可能面臨之企業裁員、失業問題加劇之情況，勞委會雖已於去 (2010) 年 5 月 3 日公告實施「就業保險促進就業實施辦法」，惟尚未正式啟動，美國各州所採行的「工作分享失業保險計畫」之執行方式與成效，或可作為我國實施之借鏡與參考。

(五) 本次我國出席代表順道於美國舊金山參訪移民署、大學校院之外籍學生顧問中心以及在地企業等；透過參訪，就近瞭解美國對外籍留學生之實習與就業規範，以及相關審核與管理實務等。參訪結果發現，美國對高等教育之外籍畢業生留美工作，雖無嚴格的資格門檻之限制，只要企業願意僱用，即可申請有數額限制的工作簽證；惟實務上，申請工作簽證之作業非常繁複，必須延聘律師處理相關申辦作業，且辦理費用約耗費至少新台幣 10 幾萬元以上，而移民單位對是否影響本國人就業有絕對的准駁權限，因此當地企業並非很有意願聘僱外籍工作者，除非基於業務需要及外籍學生具特殊及不可取代的專業能力。

有關外籍畢業生的實習機制，美國政府將其視為移民政策的一環，藉以延攬外籍優秀學生留美工作；透過實習制度讓外籍學生有較長的尋職期，而企業也可先予試用，尋找企業所需人才。此外，美國政府也把實習制度併同各類移民及工作簽證等作業，相關資訊都登錄在國土安全部所建置的動態管理系統中，不僅利於監控，並可作為外籍人才資料庫，以及後續的追蹤、輔導就業及相關的統計等。

反觀我國，目前負責延攬及管理外籍留學生、外籍人才的部會，各司其職，不僅沒有完整的外籍人士管理系統，且相關審核作業亦無法連線處理及資訊相互交流，因此，造成管理的漏洞以及後續輔導、追蹤與統計的困難。美國政府的做法，足供我國相關政策研擬及規劃參考。

(六) 就業安全業務之推動具有累積性及持續性，為使我國社會安全及就業系統從業人員能有參與國際會議經驗，並維繫我國與國際勞動力專業協會長期以來的友好關係，建立業務工作聯繫管道，相關勞工行政、青年就業輔導、退役軍人或原住民族就業輔導等單位，宜採取積極思維，持續編列或新增經費，遴派同仁參加該會議，觀摩國外經驗，並將台灣經驗帶至國際，加強國際交流及互相學習等。

目 次

一、目的及過程	5
二、會議內容重點概述	5
三、參訪行程與重點概述	18
四、心得與建議事項	19
五、附錄	
(一)行程表	22
(二)我國參加文化饗宴活動資料	23
(三)參訪行程資料	25
(四)會議議程及資料	30

一、目的及過程

「國際勞動力專業人員協會」(International Association of Workforce Professionals, IAWP)原名「美國公共就業服務協會」(American Association of Public Employment Services),是一個創立於1913年的美國國內民間組織。1952年改為「國際就業安全從業員協會」(International Association of Personnel in Employment Security, IAPES);2003年改為現名。會員超過13,000人,皆係社會安全領域的工作者,有的在民間單位工作,也有政府機關的官員。其成立的宗旨在於增進全體會員的成長與發展;為所有從事就業服務、職業訓練及失業保險等相關人員提供服務;支援各級主管人員與相關機關之業務推展;並為從事社會安全相關業務之人員提供服務。

該會中華民國分會於民國54年成立(現稱「國際就業安全協會中華民國總會」),是該會的第18區會(district),每年皆組團赴美參加輪流於美國各州舉行的年會。

第98屆年會及國際教育研討會(98th International Educational Conference)於2010年6月26日至30日在美國密蘇里州的聖路易市(St.Louis)舉行為期5天的議程,會議場所在Hilton St.Louis Frontenac飯店。中華民國代表團成員包括:行政院勞工委員會駐美莊秘書美娟及經建會鄭專員佳菁,共計2人參加。

二、會議內容重點概述

(一) 歡迎晚會

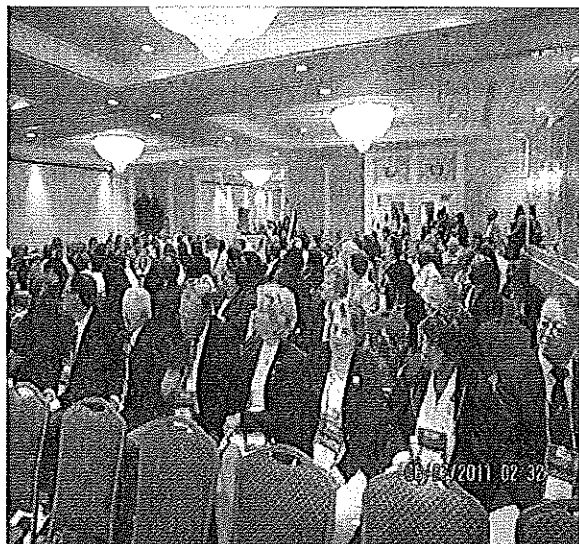
100年6月25日晚間7時,舉辦「Early Bird Networking Event」活動,以歡迎早到的各國及各州代表。

(二) 年會開幕式

本屆年會於98年6月26日下午舉行開幕式,由協會教育委員會主席及第15區會代表—Raymond Cabrera先生主持。

整個開幕典禮活動內容包括下列程序:

1. 美國各州州旗，由各州代表高舉進場。
2. 外國代表團，包括中華民國、日本、韓國、立陶宛及拉脫維亞，高舉各國國旗進場；我國由行政院經濟建設委員會鄭專員佳菁代表致辭及舉旗進場，獲得全場熱烈的歡迎掌聲。



3. 主席致詞並介紹理監事及各委員會主任委員。
4. 主席介紹國際總會歷任理事長。
5. 主席介紹國際總會各外國代表團團長。

接著由大會主席 Rich Vincent 致詞歡迎美國各州的會員團體、退休人員及國際代表團參加本屆年會，並闡明本屆年會的主題——「促進勞動力發展」(Thriving in Today' s Workforce)。

其後由 Linda Barnes 和 George Faithful 點燃紀念蠟燭，以追思那些已經過往的伙伴。

開幕會議並安排美國勞工部就業及訓練總署之助理部長 Jane Oats 透過播放預先錄製影片的方式向大會所有出席人員致詞。她表示在全球金融風暴當時以及近年的復甦期間，每一個 IAWP 的成員，不論是在就業服務、失業保險、特殊顧客服務以及職業訓練單位等，都對美國人民的就業做了重要的貢獻。本次年會的主題為「促進勞動力發展」(Thriving in Today' s Workforce)，強調當全球經歷 2008 年的金融海嘯肆虐後，各國經濟及就業市場均受到嚴重衝擊，因此，從事就業服務、職業訓練及失業保險等相關人員，更需要齊聚一堂，藉此

年會交換工作心得，學習新的技巧與法令、資訊，再重新出發，為就業服務相關工作，開創出新的局面。非常切合目前我們所處的經濟時勢。

Jane 女士最後再次代表美國勞工部歡迎與會會員，並期勉大家能完成美國政府在今年要創造 2 百萬個就業機會之承諾與目標。

(三) 第一場專題演講

6 月 26 日下午完成大會開幕儀式後，緊接著安排由 Tom Terez 先生進行專題演講，講題是「成為你自己最棒的領導者」(Being Your Own Best Leader)。

Tom 先生首先舉了幾個例子，以及從他們身上獲得的啟示，並將其綜整成為讓我們學習如何從優秀到卓越的若干法則。包括：

於 1913 年創立了 IAPES / IAWP 的威廉莫里斯(William Morris Leiserson)。他為了讓美國各州的就業中心的人員，彼此能有一交流經驗與分享成果的機會，他逐一寫信給 19 州 65 個就業中心，倡導成立委員會議。這個想法最終在 1913 年於芝加哥實現了。Tom 認為從 William 的案例，我們可以學到一個法則-「分享你的看法，當你得到一個好主意，把它寫下來」。

Jonny Appleseed，並非像傳說中描繪的是因機緣而成就的，相反的，他認真的尋地、買地，並找了當地的失業者，要他們建圍欄、鋤地、種植種子等，然後留下這些新果園的工人。一年後他重返果園，再教導他們如何長期去經營自己的果園。Tom 認為從 Jonny 的案例，我們可以學到一個法則「從經驗中，學習如何利用你所擁有的去獲得更多」。

海倫蘭格博士 (Dr. Helen Langer) 是一位「正念」的專家。從她身上我們可以學習到「先停下來並再看看，然後你就會有新的詮釋」。

納爾遜曼德拉 (Nelson Mandela) 在羅賓島被監禁時，時常找機會和聰明、受過教育的囚犯分享他們的知識和思想。Tom 認為從 Mandela 的身上，我們可以學到一個法則「學習及教導無論你身在何處」。

Michelle Lewis，一個在蒙古的救援人員，她想要改善當地的條件，這個信念對她而言是過於艱鉅的。於是，她寫信給她的三個朋友，並要求他們協助募款。結果非常成功的創造一個健康的學習和生活環境。從Michelle身上，我們可以學到一個法則「如果你不能做99件事情，那就做一件你可以做的事」。

Tom 甚至從他兩個女兒和倉鼠身上，學習到「慢下來，想徹底，將更有效率」。

最後還有Tom的鄰居，拉魯（LaRue Etling）他以開放的心和開放的態度生活，湯姆稱他為「郊區的甘地」，他總是專注於最重要的事情。

Tom 最後更提出22個建立成功職場的方法。包括：

1、讚賞員工：員工需要的不只是外在的報酬，而是真正的讚賞，公司應該撥出時間來為員工慶祝他們的成功。

2、平衡：讓員工可以將工作帶回家做，而且不感到內疚。因為事實上員工往往帶來了家庭的一部分到工作場所，例如，對為了新生兒而失去睡眠的父母，對其期望合理地降低和或變更原有的規定。

3、挑戰：工作場所應是充滿挑戰並使員工能充分利用他們的才能。

4、對話：在各個層級的員工間，建立對話機制，讓員工隨時可以討論與工作有關的問題和機會。

5、方向：讓一同工作的伙伴彼此有共同的方向和目標。

6、平等：讓所有工作人員都被視為同樣重要。

7、融合：讓個別員工能清楚地知道如何將自己以及所擔任的工作與組織的目標融合。

8、彈性：組織的規則應該具有彈性。

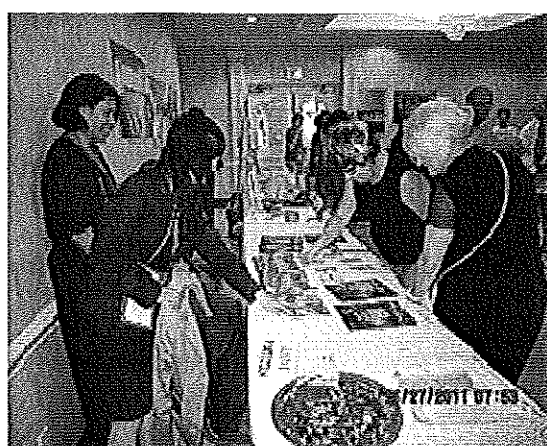
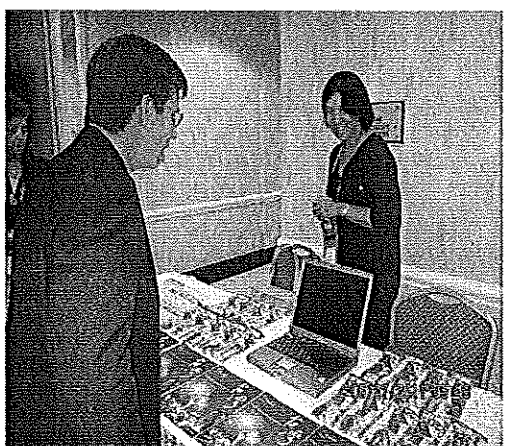
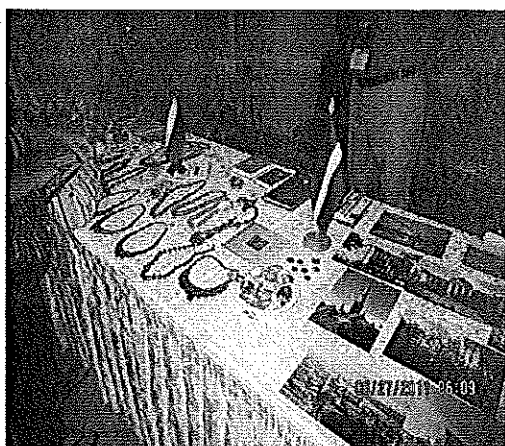
9、不拘：政策的研訂應具開放性，讓每一個人都能參與與實行。

10、創新：認同冒險與錯誤，是學習和創新的代價。

其他還包括：工作關係應是合作而非競爭、讓員工擁有對工作的所有權、工作關係是協作而不是競爭、重視員工個人發展、結合員工個人與組織的目標、鼓勵員工與工作伙伴及外部客戶建立關係、允許員工使用他們有效時間做與任務相關的事情、不分層級和職稱彼此尊重、鼓勵員工透過正式和非正式的方式提供服務與協助、適時提供員工資金、經驗、時間等支援、讓員工知道自己對工作的影響力、確認員工的價值等。

(四) 文化饗宴

6月26日下午5時舉行，為協助IAWP能真正保有「國際」視野與「國際」參與之「I」，為我國及日本積極倡議事項。為此，從上(97)屆起，大會均保留一段期間由國際會員進行文化饗宴活動；本屆參與國家包括南韓、立陶宛、波蘭、拉脫維亞及我國。其中波蘭與南韓由美國在地會員參與，展示波蘭的傳統糕餅及南韓的服飾與太極扇，日本則因為正逢勞工秘書交接而無法趕上本活動。



我國本屆所展示項目為鄭專員所準備之端午節民俗影音（由行政院文建會協助提供）及手工藝品，並由莊秘書、鄭專員為前來觀賞及有興趣之國際友人介紹我國端午節由來，以及所展示之肉粽外型香包之典故及用途。另亦延續上屆的活動，應會員要求替其書寫中文姓名以留存紀念。

此外，大會主席並以餐點招待與會人員，期藉由非正式的活動，縮短國際會員與各州會員的距離，彼此溝通並交換名片，以熟悉會議之進行及各州間制度之初步了解。活動最後並安排了抽獎活動，由各個國際代表捐贈超過 50 獎項，並由各國代表介紹及說明他們今日帶來的各項文物以及其國家相關的一些花絮。

（五）第一次分組研討會

研討會是 IAWP 年會重要的活動之一，依研討內容分為四組，包括勞動力服務（Workforce Services）、失業服務（Unemployment Services）、專業成長（Professional Growth）及特殊顧客服務（Specialized Customer Service），四組同時進行討論議題，與會人員可依個人需求或興趣，自行選擇參加。

第一次分組研討會於 6 月 27 日分組進行，以下謹就各主題、主講人及我國代表選擇參加場次，摘要議題重點如下：

1. 勞動力服務（Workforce Services）

（Building Morale in a Broken Economy / Tom Terez, Owner, Workplace Solutions, Inc.）

這一個單元 Tom 先生延續在第一場專題演講的主要概念，他說明在經濟衰退的時代，在職場中唯一的倖存者是那些採取冷靜的態度及穩健的行動，依照各種可靠的資訊，調整及審慎決策並採取果斷行動的人。

Tom 先生又再次提到 Jonny Appleseed 及 Nelson Mandela 的例子，強調成功的職場人士與其他人的差異在於「積極性」跟「創造力」，因此 Tom 先生最後勉勵大家學習海倫蘭格博士（Dr. Helen Langer）的「正

念」思考，對面臨的問題就會有新的詮釋與解決的方法。

2. 失業服務 (Unemployment Services)

(Assistive Technologies for the 21st Century / George Barthalow ,Florida Chapter)

George 提到在 21 世紀從事就業服務工作，除了對服務的熱忱不變以外，應該要善用各種科技產品的輔助，以推展各項失業服務工作。

科技輔具的運用對象，主要針對有視力、行動、認知、聽力及語言障礙者。目前市面上有非常多針對這些對象使用的輔助產品，他鼓勵從事就業服務工作者，應多熟悉及善用這些產品來協助服務的對象。

3. 專業成長 (Professional Growth)

(IAWP Education Programs that Wow! / Ray Cabrera ,California Chapter and Terri Pasternik, Illinois Chapter)

Ray 首先指出「教育」是 IAWP 協會的基石，因此，本次年會希望透過各項議題的討論，能促進 IAWP 的成員提升個人專業能力，並提供資訊交流的平台，以及提供政府相關立法及政策的最新資訊等。

Terri 則帶來本年度教育計畫的好消息。Terri 指出 IAWP 提供 4 類獎學金給會員或會員的眷屬申請。這些獎學金包括：The Logan S. Chambers Individual Scholarship、The Freddy L. Jacobs Student Individual Scholarship、The W. Scott Boyd Group Grant provides financial assistance，以及 The IAWP Professional Development Memorial Scholarship 等。

此外，有關創建於 1988 年的勞動力的專業發展計畫 (WPDP)，是另一個協助會員提升個人知識和專業發展的計畫。要申請專業勞動認證，必須通過勞動發展史、就業開發、失業保險，和勞動市場資訊等 4 項專業考試，並在 24 個月內完成計劃。

4. 特殊顧客服務 (Specialized Customer Service)

(Bullying in the Workplace/ Nancy Jinks, Retired

Trainer, New Mexico Dept. of Health)

Nancy 首先說明霸凌並不僅限於在學校裡發生，在工作場所也經常遇到。Nancy 首先對工作場所的霸凌定義為「重複不當地由一個或更多的人對另一人進行的行為」。

在工作或就業過程中，霸凌也可能在受害人沒有意識到的情況下發生。依據調查，職場的霸凌 71% 是來自老闆；另一項令人印象深刻的統計是其中 58% 是女性施暴者。

職場上，非法的霸凌較常見的是性騷擾。它包括各種形式的恐嚇、八卦，甚者包括身體和情感的傷害。

對抗職場霸凌的方法，Nancy 建議，第一要列出具體的不當行為，透過公開的宣導及溝通，制定通報的程序和公司處置的原則，並加強環境的改善和相關的防範教育等。這樣不僅可以減少職場霸凌的發生，也可留住職場內的優秀員工。

(六) 第二次分組研討會

1. 勞動力服務 (Workforce Services)

(Protecting Your Professional Footprint / Keith Bolton)

Keith 指出一個專業人員的成功與否，取決於其職場的聲譽或稱為職業的足跡。而影響職業足跡與職場聲譽的因素，主要包括：職業道德、社會媒體和員工關係。

職場的道德，是工作中一個共同的倫理。例如當你獲得一個新的職務時，你應該做的第一件事情是學習這個公司特有的工作倫理與道德。當我們遵循公司的商業道德，與工作伙伴一起提供優質、良好的服務，則經濟利益將隨之而來，並形成了職業的足跡。

第二方面，我們需要學習的是妥善利用社會關係的媒介，因為這也會影響我們的職業足跡。最近的調查顯示，有許多雇主或公司主管招聘新進人員時，會利用如 Facebook、Twitter 和 Linked In，搜尋

這些應聘人員的社會關係，瞭解相關的評論資訊等，因此應妥善使用這些社會關係媒介，避免影響你的職業足跡。

最後，員工關係一定會影響你的職業足跡。每週你花了40小時以上與你的同事相處，因此同事對你的評價影響了你的職業足跡，所以我們必須尊重地對待周圍的人，並得到他們的尊重，以保護專業的足跡。

2. 失業服務 (Unemployment Services)

(Success with Focused Audits in Washington State / Lorenda Lillard)

Lorenda 指出，華盛頓州重點審計計畫的成功，一方面是因為成立了包括失業保險分配稅及薪資調整部門的跨單位工作團隊及辦理相關訓練外，另一方面是因為重點審計業別的選擇，係依據歷史資料、專家分析、產業特性以及歷往稽查結果，所以就業安全部 (ESD) 可以準確的從14個業別中，挑出6種業別，而審計結果，確實也令人振奮，不僅發現50%錯誤分類的受僱者，稅收也增加至少100%。

華盛頓州重點審計計畫的目標是為讓所有華盛頓州的企業遵守稅務的申報規則，並提供一個更公平的競爭環境。

3. 專業成長 (Professional Growth)

(Branding / Nancy Fink, Assistant Director, Professional Outplacement)

什麼是“品牌？”為什麼我們需要一個品牌？它是一個字，一個符號，一個短語？我們需要一個昂貴的廣告公司，來以幫助我們確定我們的個人品牌嗎？

一個品牌不僅僅是一個名字，也可以是一個短語，一個標識符號或圖片，使我們讓別人覺得熟悉和獨特的。

你的組織品牌代表著你何以跟別人不同，透過品牌可以使你所提供的服務或方案獲得別人的體會與認同。

Nancy 教導大家用兩個步驟建立個人的品牌，第一步：用一個字

介紹自己，使我們成為唯一的、獨特的。這可以是開始的一個品牌。Nancy 也向大家舉一些囉唆、乏味和語法不正確的不那麼好的品牌的例子，也舉了一些簡短，琅琅上口，耐人尋味的好的品牌。

第二步，：Nancy 要我們將一個字擴展為一個獨特的詞。令人驚訝的是，經過 10 分鐘的討論，小組最後真的創造了一個個人品牌或標語。

4. 特殊顧客服務 (Specialized Customer Service)

(Innovation in Serving Special Populations/Grace Fendlay, Maryland Chapter ; and Marcia Dulin & Kathryn Parks, Pennsylvania Chapter)

特殊人群服務的創新。討論的第一個主題是使用新技術幫助有聽力困難的客戶，讓他們透過新的服務系統填寫申請文件，而不再需要與面試官面對面的方式提出失業服務需求；此外，該系統讓客戶看到面試官用符號語言提問；面試官再將資料翻譯及傳遞給審裁官。該系統讓有特殊需要的人，可以很容易地使用。

第二個議題是關於移動就業中心。這是一個單一窗口的就業中心。在馬里蘭州，移動辦公室用於提供更生人和一些偏遠社區獲得就業服務。移動就業中心是利用麵包車，配備 6 個寬頻上網、42 英寸平面電視、電腦站、印表機、影印機、音響、雨篷、輪椅電梯、緊急出口窗、後視安全攝像頭，冰箱和微波爐等。工作人員可以就近、機動地協助失業者找工作、準備履歷，轉介以及支持服務等。移動就業中心給人們再次進入勞動力市場的希望。

(七) 第三次分組研討會

6 月 28 日上午，繼續依研討內容分組進行討論議題。

(Work Sharing for a Stronger Economy /Veronica Champayne , EDD Workforce Services, California)

Veronica 在這堂研討會中，跟我們介紹加州的「工作分享失業保險計畫」。這個計畫是由加州州議會於 1978 年依據參議院第 1471 號法案通過實施的。這個工作分享計畫的實施宗旨，是希望在經濟衰退期、公司營運明顯受到影響時，協助雇主和受僱者，能免於承受公司裁員

的沈重負擔。如果受僱者可以暫時地減少每週工時、工資，配合失業保險的失業給付，提供雇主一個過渡期間，等到經濟及業務狀況恢復時，公司就可以迅速恢復原來的營運。如此，雇主可以免於招募、僱用、培訓新員工等的投入與花費，而受僱者則可倖免於淪為廣大失業的一群。

這個計畫被認為是一種暫時的和實際的替代裁員計畫。實施的方式，舉例說明如下：

由於經濟不景氣，用人單位與 100 名員工認為有必要裁員 20 名員工，公司才能存續；然而公司不裁退這些員工，而由雇主向就業發展部 EDD (Employment Development Department) 提出申請參與工作分享計畫。雇主繼續僱用原有 100 名員工，但降低他們每週工作時間從 5 天到 4 天，因此等同減少支出裁員 20% 員工的薪資。所有 100 名員工繼續賺取 4 天的工資，同時透過失業保險的給付，共同分享第五天（非工作）的保險給付。如此，雇主可保留所有訓練有素的員工，當經濟及業務好轉時，所有員工就可恢復原有的工作天數。

這個計畫的實施，適用於所有的行業，任何雇主在經濟衰退時，因為訂單、生產、服務需求明顯減少，且符合下列情形者，即可申請參與該項計畫：

- 1、最少兩名員工或至少 10% 的原有固定員工明顯受到必須降低工作日數以及薪資的影響。
- 2、必須減少員工工作日數及薪資 10% 以上。

至於失業保險的給付方式如下：

如前揭案例，員工的每週失業保險金原為 300 美元，因為受影響的工作日數及薪資為 20%，則員工將獲得失業保險給付 60 美元。結果員工減少的工資總額只有一周 40 美元（\$ 400 薪資 + \$ 60 失業給付 = \$ 460）（\$ 500 - \$ 460 = \$ 40）。

工作分享的優勢係可以被用來作為分階段過渡到裁員的手段，使得受影響的員工可以繼續工作，雇主可保有原有的員工，而政府也可提高失業給付的效益，免除對被裁員的員工，提供更高額的失業給付以及後續的就業服務等相關的行政成本。

今年美國國會亦有議員提出「裁員預防法」草案 (Layoff

Prevention Act of 2011)，與加州所採行的計畫是源於相同之概念與制度思考。

(八) 頒獎午餐會

6月28日中午大會舉行頒獎午餐會，由國際發展主席 Nancy Jinks 主持。

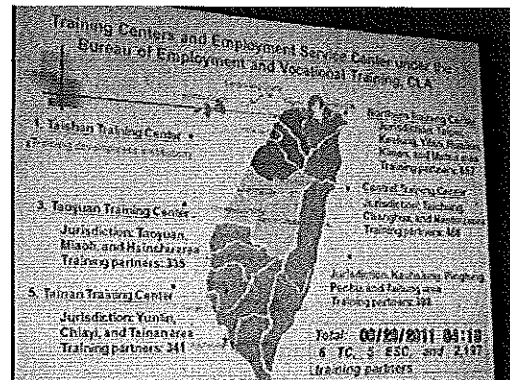
頒獎前，在會場外並舉辦了募款活動。今年的募款活動採由會議幕僚單位準備數個禮物籃，籃中的禮物精美，除手工肥皂、擺飾、美食點心、書籍、CD 唱片、花卉及名筆外，還有智慧手機、照相機等 3C 產品，由與會嘉賓依據每一禮物籃的最低捐款額度，投入現金捐款，待募款活動結束後，採抽籤方式，抽出每一禮物籃的幸運捐款者，可獲得籃中全部的禮物。所有募得的款項作為捐給大會以補貼部分舉辦費用。

大會頒獎項目大致與歷年相同，包括：招募會員、國際發展、傑出客服、退休服務、失業保險服務、本屆退休人員、法規、通訊、專業實踐和教育等。不過除本屆退休人員之獎項外，今年每一獎項還分成個人獎與團體獎。此外，並頒發個人及團體的榮譽獎獎項，以感謝渠等對協會的熱心參與與無私的貢獻。

(九) 國際論壇

6月28日下午大會舉行國際論壇，以「促進勞動力發展」(Thriving in Today's Workforce) 為題，由國際發展主席 Tom Ivory 主持。

本論壇亦為 IAWP 保留「I」之重要活動之一，近年來我國與日本均為論壇固定報告成員。本屆論壇參與國家包括日本、立陶宛、拉脫維



亞及我國，就各國勞動力發展進行回顧與展望。我國由莊秘書及行政

院經建會鄭專員事先準備的簡報及豐富的內容（簡報內容詳附錄三），由莊秘書進行報告。與會者對我勞動力發展系統、職訓評估制度及我國因應經濟危機所採取之勞動市場措施等報告，均甚感興趣，報告完畢時獲得全場熱烈的掌聲與回應。

（十）總會會長改選

6月29日上午我國代表團全體出席參加本屆年會及總會會長改選會議。投票會議選出下屆會長當選人奧克拉荷馬州的 David Slimp 先生(417票中得366同意票)、2012-2013的會長當選人愛達荷州的 Nancy Upchurch (417票中得369同意票)；副會長當選人加州的 Ray Cabrera (417票中得303同意票)。

另外本次會議也投票同意2014年會舉辦地點為奧勒岡州波特蘭市，而2013 IAWP百年年會將在芝加哥舉行。

本次會長改選會議時，發生大會誤植我國名及誤將中國大陸五星旗置於有我國國名(Republic of China)之C開頭座位名牌之事，事經我國駐華盛頓DC辦事處莊秘書立即要求解釋後，大會發現是工作人員疏忽並立即撤換，亦重新印製座位排及花絮；同時大會主席 Rich Vincent 亦立即於大會上公開向我方表達道歉，並表示大會以後將特別注意，不容再發生類似情形。誤植國名與國旗事件已獲大會立即處理與善意回應。(另該會國際發展委員會主席 Thomas Ivory 會議後亦再另發電子郵件向我方表達歉意，並保證往後不會再發生此種錯誤。)

（十一）閉幕式

本屆大會的閉幕儀式在6月29日下午2時45分舉行，閉幕儀式的重點在於交棒與傳承，本屆大會主席 Rich Vincent 先生除感謝每位與會人員的參與外，特別對主辦這次年會的工作同仁辛勞付出及精心安排表示高度肯定。

（十二）惜別晚會

6月29日晚上7時舉行晚宴及舞會，美國各州及國際代表團聚集聯歡，會場布置得非常高尚華麗，每個出席來賓也都精心打扮，穿著晚禮服，走在紅地毯上，如同出席奧斯卡盛會一般。餐會之後接著舞會登場，整個晚會持續至午夜結束，為期5天的大會終於圓滿落幕。

三、參訪行程與重點概述

本次出席 IAWP 年會，因過境美國舊金山市，我國代表行政院經濟建設委員會鄭專員為瞭解美國政府對大學及以上外籍畢業生實習工作及就業輔導機制，作為研擬我國相關政策之參據，因此透過外交部駐舊金山台北經濟文化辦事處王副處長海龍、翁組長傑、藍移民秘書紹譽之協助，費心安排行程及與參訪單位聯絡事宜，使得以順利完成參訪活動及資料之蒐集。相關參訪單位及訪談要點如下：

6月30日上午拜會舊金山市立大學國際教育交流處負責國際招生總監 Alexander Chang 及國際學生顧問王美聆女士，瞭解高等教育外籍畢業生畢業後向學校申請實習之資格條件與流程。經訪談得知，美國政府採取開放移民政策，但實施配額管制且審查從嚴；另為使外國學生畢業後順利申請到工作，貢獻其專業才能，促進美國經濟成長，美國政府提供外國學生在高等教育畢業後有機會申請為期1年之實習(OPT)或直接申請工作簽證(H1-B)之機會，尤其對STEM (Science, Technology, Engineering, Mathematics)等4類科系畢業者，其OPT實習期限可再延長17個月，合計29個月，比其他科系為長。此外，因美國近幾年欠缺電腦動畫人才，因此美國政府亦彈性地依據勞動市場的需求，新增此類人才得延長申請實習之期限。

6月30日下午拜會移民署官員，訪談有關美國政府對高等教育外籍畢業生取得正式工作簽證(H1-B)之審核流程及核配比例等。移民署官員除說明美國申請工作簽證之一般規定外，並說明美國政府欲提振經濟、留住優秀人才而彈性調整工作簽證配額及相關移民政策之做法與案例。此外，移民署官員特別指出，美國國土安全全部建置的TECX移民管理資訊系統非常龐大且嚴謹，有關管理外籍畢業生申請OPT實習的資訊系統SEVIS也是系統的一環，系統連線且資料可相互參考運用。因此，外籍人士或學生從第1次申請美國簽證開始，以及在美期間所就讀之學校、科系、實習之申請及實習狀況、工作簽證的申請及工作狀況、居住地點等所有資訊，全部登錄在該管理系統中，受到嚴

密的管理。

7月1日拜會舊金山南灣矽谷之臺灣積體電路公司公共關係經理 Jim Lochmiller 及人力管理處人員 Diana Tai，瞭解該公司及一般業界對美提供高等教育外籍畢業生之實習制度 (OPT)、工作簽證 (H1-B) 的看法，以及實際運用的狀況。

四、心得與建議事項

- (一) 此次我國代表團受到會議主辦單位及美國各州代表的熱情歡迎與關心，深切感受到 IAWP 對我國的高度重視。此外，IAWP 是我國少數以「中華民國」為會員代表名稱加入之國際性的協會組織，對我國之尊重與重視可見一般。
- (二) 國際勞動力專業協會係以民間力量輪流於各州辦理年會，定期邀集社會安全從業相關人員齊聚一堂，針對勞動力服務、失業服務、退休人員及專業成長等相關議題進行討論，讓各州之從業人員透過交流及分享各州特殊具體策略或做法，對個人成長與專業知識的增進，以及相關業務的推展，都有很大的助益。
- (三) 我國代表奉派出席本次國際性會議，除增長見聞及國際視野外，並藉參與研討及參訪，與國外專業人員交換工作心得，吸取專業經驗，獲益匪淺。此外，承蒙勞委會駐華府莊秘書美娟的悉心照顧與安排，相關會議及活動之參與均能順利進行，也深切體會到駐外人員的辛苦與努力。在外派資源與分工不若國內細緻與充裕的情況下，莊秘書代表我國行政院勞工委員會，充分運用有限資源，成功與美國各州勞工廳廳長成員，建立伙伴關係，並隨時掌握國際勞動力發展脈動，將駐外資源發揮最高效益，並拓展我國國際能見度，足為我國公務人員之楷模。
- (四) 面對 2008 年全球化的經濟危機，各國政府為減少對就業市場的衝擊，所採取的措施，包括：對在職勞工的僱用安定、失業勞工的權益保障、擴大內需增加就業以及照顧弱勢族群等政策，大體上執行方式與成果均與我國相仿。惟在減少裁員方面，美國加州採行的「工作分享失業保險計畫」，透過現行失業保險給付制度，將失業保險的給付對象擴大到被迫降低工時的在職者，是一個讓

政府、企業及勞工三方皆贏的計畫，有效減少民間部門的裁員，並降低引發後續的社會及經濟等問題。

工作分享計畫 (Worksharing) 或稱為 STC(Short Time Compensation)，目前在美國已有 20 個州在失業保險的制度下採行，其中有 3 個州是 2010 年實施，1 個州是在 2011 年才實施，尤其在 2008-2009 年全球經濟危機時，實施的比率最高。而今年美國國會亦有議員提出「裁員預防法」草案 (Layoff Prevention Act of 2011)，與加州所採行的計畫是源於相同之概念與制度思考。

反觀我國，在 2008-2009 年的全球金融危機時，民間部門紛紛以放無薪假、裁減正式員工，或改以進用勞動派遣人員等方式，縮減勞動成本。面對這樣的情況，政府的勞動政策及法令，卻無法有「彈性」及「變通」的因應，因此受到各界的質疑。近來，全球經濟有二次衰退的跡象，為因應未來可能面臨之企業裁員、失業問題加劇之情況，勞委會雖已於去 (2010) 年 5 月 3 日公告實施「就業保險促進就業實施辦法」，惟尚未正式啟動，美國各州所採行的「工作分享失業保險計畫」之執行方式與成效，或可作為我國實施之借鏡與參考。

- (五) 本次我國出席代表順道於美國舊金山參訪移民署、大學校院之外籍學生顧問中心以及在地企業等；透過參訪，就近瞭解美國對外籍留學生之實習與就業規範，以及相關審核與管理實務等。參訪結果發現，美國對高等教育之外籍畢業生留美工作，雖無嚴格的資格門檻之限制，只要企業願意僱用，即可申請有數額限制的工作簽證；惟實務上，申請工作簽證之作業非常繁複，必須延聘律師處理相關申辦作業，且辦理費用約耗費至少新台幣 10 幾萬元以上，而移民單位對是否影響本國人就業有絕對的准駁權限，因此當地企業並非很有意願聘僱外籍工作者，除非基於業務需要及外籍學生具特殊及不可取代的專業能力。

有關外籍畢業生的實習機制，美國政府將其視為移民政策的一環，藉以延攬外籍優秀學生留美工作；透過實習制度讓外籍學生有較長的尋職期，而企業也可先予試用，尋找企業所需人才。此外，美國政府也把實習制度併同各類移民及工作簽證等作業，相關資訊都登錄在國土安全部所建置的動態管理系統中，不僅利於

監控，並可作為外籍人才資料庫，以及後續的追蹤、輔導就業及相關的統計等。

反觀我國，目前負責延攬及管理外籍留學生、外籍人才的部會，各司其職，不僅沒有完整的外籍人士管理系統，且相關審核作業亦無法連線處理及資訊相互交流，因此，造成管理的漏洞以及後續輔導、追蹤與統計的困難。美國政府的做法，足供我國相關政策研擬及規劃參考。

- (六)就業安全業務之推動具有累積性及持續性，為使我國社會安全及就業系統從業人員能有參與國際會議經驗，並維繫我國與國際勞動力專業協會長期以來的友好關係，建立業務工作聯繫管道，相關勞工行政、青年就業輔導、退役軍人或原住民族就業輔導等單位，宜採取積極思維，持續編列或新增經費，遴派同仁參加該會議，觀摩國外經驗，並將台灣經驗帶至國際，加強國際交流及互相學習等。

五、附錄

(一) 行程表

日程	主要活動
6月25日下午	抵達美國密蘇里州聖路易市 Hilton St. Louis Frontenac 會議場所
6月26日上午	辦理報到手續
6月26日下午	開幕式、專題講演、文化饗宴
6月27日上午	早餐會、分組研討會
6月27日下午	分組研討會
6月28日上午	分組研討會
6月28日下午	頒獎午餐會、國際論壇
6月29日上午	分組研討會、專題講演
6月29日下午	大會改選、閉幕式、離開聖路易市
6月30日	舊金山參訪行程
7月1日	舊金山參訪行程
7月2日	返台

(二)我國參加文化饗宴活動資料

本屆我國在文化饗宴活動所展示項目，為鄭專員所準備之端午節民俗影音及手工藝品，並由莊秘書、鄭專員為前來觀賞及有興趣之國際友人介紹我國端午節由來，以及所展示之肉粽型香包等之典故及用途。

相關說明之參考資料如下：(行政院文建會提供)

端午節 Dragon Boat Festival

Dragon Boat Festival is one of the three major Chinese traditional holidays, falling on the fifth day of the fifth month of the lunar calendar each year. The festival marks the start of the fifth month, a transitional phase between spring and summer when various diseases tend to spread. The ancients believed that ghosts and spirits were responsible for the illnesses, and they would carry small fragrant sachets with them, or hang sprigs of mugwort and calamus on their doors to ward off evil spirits and make it safely through the season in peace.

端午節（又稱龍舟節，農曆5月5日）為中國三大傳統節慶之一，不僅代表五月的開始，亦為春夏交替的過渡階段，同時也是各種病毒蠢蠢欲動的散播季節；古代人相信這些疾病是由鬼神所帶來的，因此他們隨身攜掛小香包、或在門外懸掛艾草及菖蒲驅邪，以確保平安度過這個季節。

An alternate version of the origin of the festival is that it commemorates the death of Qu Yuan, who lived over 2 thousand years ago as a ranking official in the state of Chu, during the Warring State period of the Zhou Dynasty. He was disheartened to see his country in grave danger, but powerless to do much because he was framed by his enemies. Heartbroken and desperate, he committed suicide by drowning himself in the Miluo River on the fifth day of the fifth lunar month. To find his body, villagers boarded boats and threw rice and food into the river to prevent fish from eating his corpse. This practice eventually

evolved into the festival traditions of holding dragon boat races and eating zongzi, an angular rice ravioli which is wrapped in bamboo leaves and steamed.

另一個關於端午節起源的說法是為了紀念詩人屈原的逝世。在 2000 多年前的戰國時代，屈原擔任周朝官吏，當時遭到敵人陷害的他，眼睜睜看著國家面臨重大危機，自己卻束手無策，在傷心欲絕的情況下，屈原選擇在農曆 5 月 5 日這一天投汨羅江自殺。村民們為了尋找他的屍體，紛紛划船並將米和食物投入江中，以防止魚群啄食屈原，這個行為後來演化成划龍舟比賽及吃粽子（一種用竹葉將米包成角狀並蒸熟的食物）等端午節習俗。

From an ethnological perspective the boat races can be seen as a form of cultural tradition, but they also express the competitive spirit of modern-day sports. The event attracts local and international rowing teams to join in the fun. Before the races get underway, a special ceremony is held to offer prayers to the gods to appease the river and protect the people from misfortune. The eyes of the dragons on the front of each boat are then dotted, and the boats are allowed onto the water for the race.

從人類學角度看來，划龍舟比賽不僅可視為一種文化傳統的形式，同時亦表現出現代運動的競賽精神。划龍舟比賽往往吸引許多當地及國際划船隊的參與。在比賽正式開始之前，人們為了撫慰河神以保護參賽者免於遭受不幸，通常會在龍舟下水前，進行一種特別的「點睛」儀式。

The teams row in rhythm with a drummer in the back of the boat, paddling furiously in unison to streak for the finish line, where a long-armed team member stretches out from the prow to grab a flag. While the teams are vying for victory, a zongzi competition takes place on shore, with an instructor showing the proper way to wrap a zongzi.

比賽過程中，每個參賽隊伍會隨著船尾傳來的鼓聲，有節奏地奮力划動龍舟，一同衝向終點線，此時，手臂較長的隊員必須站在船頭，

伸手摘下旗子。當這些隊伍在場中競爭勝利的同時，場邊也正在進行一場包粽子比賽，活動中會由老師示範如何正確包出一顆粽子。

Foreigners and locals, young and old alike, join the contest to have a good time and cheer for their favorite boat teams. Though Qu Yuan may no longer be the focal point of the holiday, the festival is nevertheless a special feast that is celebrated every year in Taiwan to carry on this wonderful cultural heritage.

參加划龍舟比賽的民眾，不論國籍及年齡，都能為自己支持的龍舟隊伍加油打氣，並一同度過美好的時光；即使詩人屈原不再成為這個節慶的主要焦點，然而端午節卻已成為台灣每年為延續這個精采文化遺產所舉辦的盛大活動。

(三)參訪行程資料

本次出席 IAWP 年會，因過境美國舊金山市，我國代表行政院經濟建設委員會鄭專員為瞭解美國政府對大學及以上外籍畢業生實習工作及就業輔導機制，作為研擬我國相關政策之參據，因此透過外交部駐舊金山辦事處同仁協助，安排行程及與參訪單位聯絡等事宜，順利完成參訪活動及資料之蒐集。

相關參訪機構及訪談問題表列如下：

擬拜訪機構（單位）	擬提問題	備註
移民署或相關單位 (參訪日期：6月30日)	1. 有關大學及以上外籍學生畢業後實習制度為何？申請流程及相關資格、表件？	請提供實習制度流程圖、相關申請表件供參。
	2. 大學及以上外籍畢業生後之實習制度之政策考量？有否相關支持的政策或措施？（包括誘因、經費補助、人員支援、	請提供當地基本資料： 1. 大學學校數、外籍學生數（男、女）；

	相關單位配合、相關法規鬆綁等)	2. 歷年申請大學畢業後實習之外籍學生人數(男、女)。
	2. 一般民眾對外籍畢業生留在當地實習一段期間之看法? 對企業延攬外籍人才有否助益? 對當地一般大學畢業生之就業影響? 有無相關之評估?	
	3. 外籍大學及以上畢業生申請實習後, 留在當地取得正式工作簽證的比例各為何? 實習後平均為期多久轉任正式員工?	請提供歷年申請大學畢業後實習之外籍學生人數(男、女)轉任工作簽證人數、比例之統計資料。
	4. 對外籍大學及以上畢業生實習期間, 政府有無規定最低之用人薪資? 有無相關稽核制度?	
	5. 近年對提供大學及以上外籍畢業生實習制度之政策, 有無隨著失業率之變化, 而較為寬鬆或緊縮?	
學校單位或輔導外籍畢業生實習、就業之單位 (參訪日期: 6月30日)	1. 外籍大學及以上畢業生向學校申請畢業後實習, 政府有無訂定統一之資格條件及評點機制?	請提供相關申請表件供參。
	2. 有關學校擔保學生實習機制, 各校有無訂定個別申請標準? 包括積極或消極條件?	

	3. 政府提供外籍畢業生實習制度，對輔導外籍畢業生取得正式工作機會有無助益？	
企業單位 (參訪日期：7月1日)	1. 提供外籍大學及以上畢業生之實習機會各占總員工人數之比例？轉任正式員工之比例？	
	2. 提供外籍大學畢業生實習機會之考量？對企業之誘因及貢獻度？	
	3. 政府提供外籍畢業生實習制度，對企業延攬外籍人才有無助益？	
	4. 企業提供外籍畢業生實習之津貼與一般市場薪資標準相較，比例為何？	
	5. 企業對外籍畢業實習生之其他福利及保險制度是否與正式員工相同？差異處？	

(四)IAWP 研討會會議議程及資料 (接下頁)

June 26-29, 2011

98th International Educational Conference Agenda

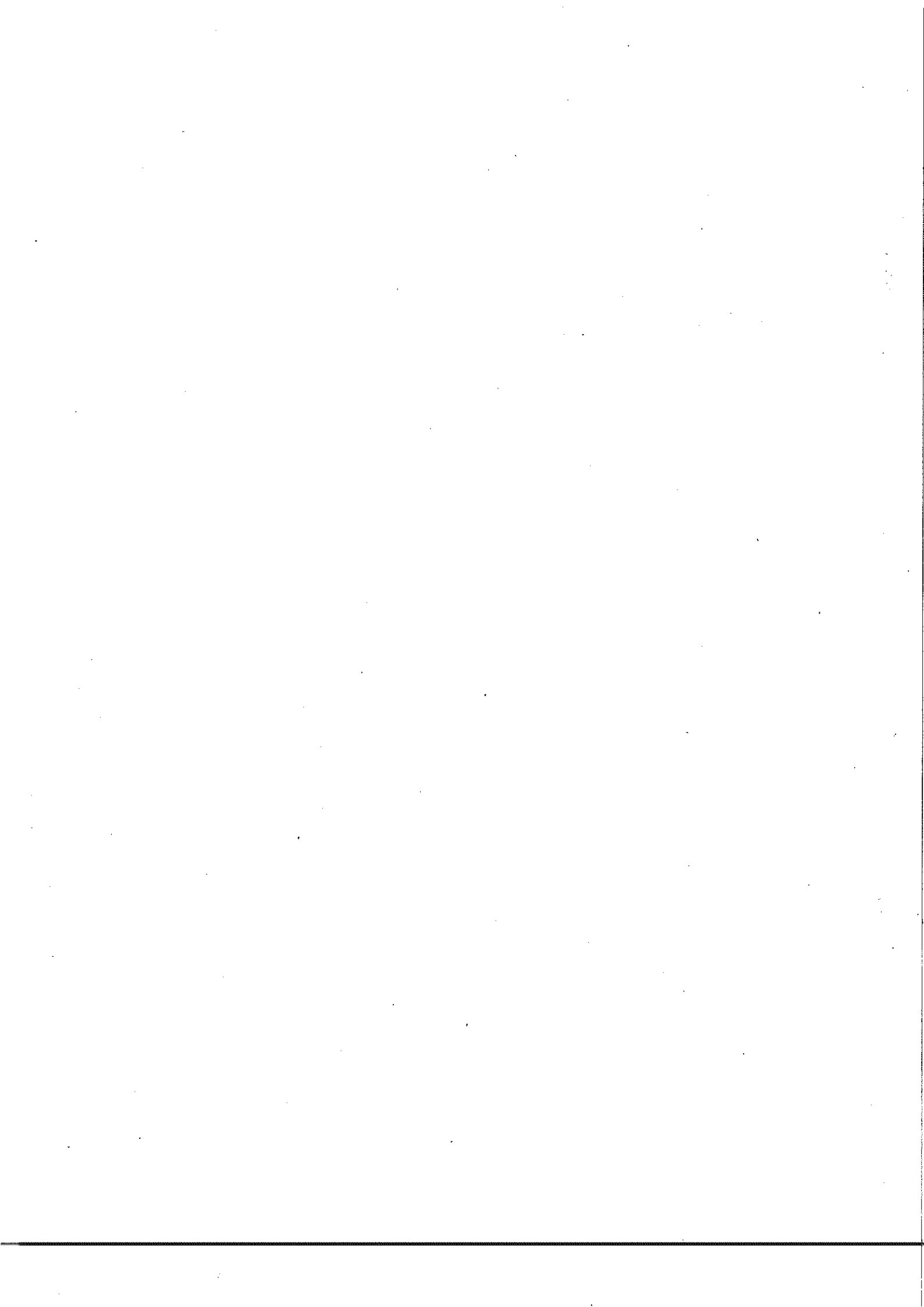
SATURDAY, JUNE 25, 2011

<i>Time</i>	<i>Activity</i>
9:00 am - 4:00 pm	Leadership Training
1:00 pm - 6:00 pm	Conference Registration
7:00 pm - 11:00 pm	Early Bird Networking Event



SUNDAY, JUNE 26, 2011

<i>Time</i>	<i>Activity</i>	<i>Presenter</i>	<i>Moderator</i>
8:00 am - 11:00 am	Exhibit Set up		
8:00 am - 5:00 pm	Flash Office Open		
8:00 am - 5:00 pm	Retiree Lounge Open		
8:30 am - 11:30 am	2010-2011 Board of Directors Meeting	Rich Vincent, Presiding	
10:00 am - 5:00 pm	Conference Registration		
12:30 pm - 1:00 pm	Procession Line Up	2010-2011 Board of Directors, International Committee/Subcommittee Chairs; and Chapter Flag Bearers	
1:00 pm - 5:00 pm	Exhibits Open		
1:00 pm - 3:00 pm	Opening Ceremonies Raymond Cabrera, Emcee	Keynote: Byron Zuidema, USDOL Regional Administrator	
3:00 pm - 4:15 pm	General Session "Being Your Own Best Leader"	Motivational Speaker: Tom Terez, Owner Workplace Solutions, Inc	President Rich Vincent
4:15 pm - 5:00 pm	Moderators Meeting		
5:00 pm - 7:00 pm	General Session Keeping the "I" in IAWP An International Cultural Event	Presented by the International Delegates	

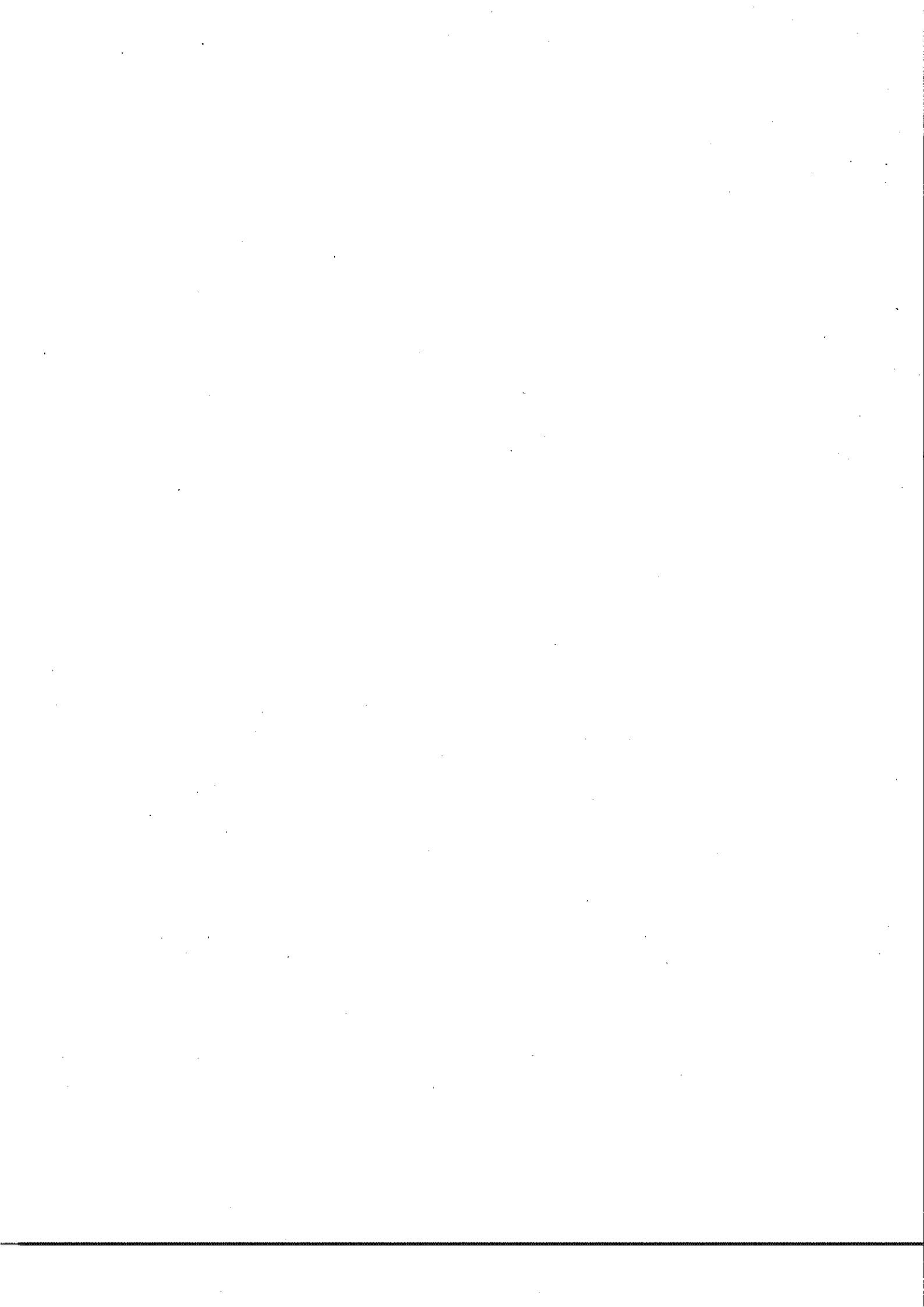


June 26-29, 2011

98th International Educational Conference Agenda

MONDAY, JUNE 27, 2011

<i>Time</i>	<i>Activity</i>	<i>Presenter</i>	<i>Moderator</i>
8:00 am - 5:00 pm	Conference Registration		
8:00 am - 5:00 pm	Flash Office Open		
8:00 am - 5:00 pm	Retiree Lounge Open		
8:00 am - 5:00 pm	Exhibits Open		
8:00 am - 9:00 am	Retiree Breakfast		
8:30 am - 10:00 am	CONCURRENT WORKSHOPS		
	Building Morale in a Broken Economy	Tom Terez, Owner, Workplace Solutions, Inc.	Ray Cabrera, California Chapter
	IAWP Education Programs that Wow!	Ray Cabrera, California Chapter and Terri Pasternik, Illinois Chapter	Phil Dwyer, California Chapter
	Assistive Technologies for the 21st Century	George Barthalow, Florida Chapter	Willie Mae Williams, Georgia Chapter
	Bullying in the Workplace	Nancy Jinks, Retired Trainer, New Mexico Dept. of Health	Mike Puglisi, New York Chapter
10:00 am - 10:15 am	BREAK		
10:15 am - 11:15 am	IAPES Foundation Meeting		
10:15 am - 11:45 am	CONCURRENT WORKSHOPS		
	Protecting Your Professional Footprint	Keith Bolton, President Elect Lewis & Clark Chapter, SHRM	Nikia Samuels, Georgia Chapter
	Personal Safety	St. Louis Metropolitan Police Department	Mary Navarro-Aldana, California Chapter
	Branding	Nancy Fink, Assistant Director, Professional Outplacement Assistance Center, Maryland Workforce Division	Dick Freeman, Iowa Chapter
	Innovation in Serving Special Populations	Grace Fendlay, Maryland Chapter; and Marcia Dulin & Kathryn Parks, Pennsylvania Chapter	George Barthalow, Florida Chapter
11:45 am - 1:00 pm	PIP Luncheon		
11:45 am - 1:00 pm	Lunch on your own		
1:00 pm - 2:30 pm	CONCURRENT WORKSHOPS		
	Hot Topics in Veteran Services	William A. Benzel, Director Missouri USDOL/VETS	Ron Sohnrey, Oregon Chapter
	Career Centers Collaborate with Staffing Agency	Patti Penny, Owner, PenMac Staffing Services, Inc.	Theresa Austin, Georgia Chapter
	IAWP Awards Redesign: What You Need to Know	Nancy Upchurch, Idaho and Tom Meyer, South Dakota	Veronica Champayne, California Chapter



June 26-29, 2011

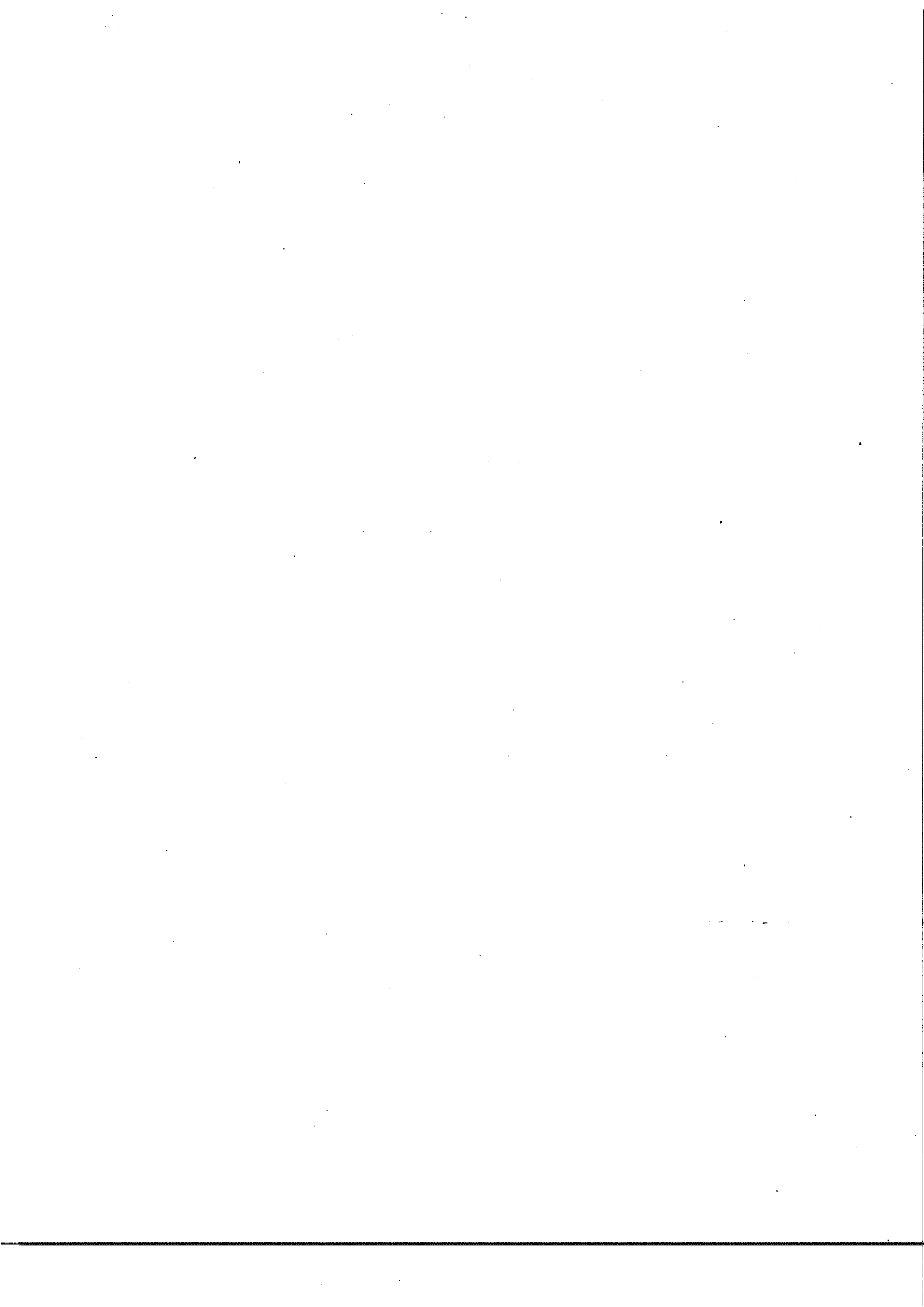
98th International Educational Conference Agenda

MONDAY, JUNE 27, 2011 (continued)

<i>Time</i>	<i>Activity</i>	<i>Presenter</i>	<i>Moderator</i>
1:00 pm - 2:30 pm	CONCURRENT WORKSHOPS		
	Unemployment Insurance Roundtable	Nancy Fink, Assistant Director, Professional Outplacement Assistance Center Maryland Workforce Division	DeeDe Baker, Montana Chapter
2:30 pm - 2:45 pm	BREAK		
2:45 pm - 4:15 pm	General Session Washington Update	Lee Foley, Managing Partner, Capitol Hill Partners, Washington, D.C.	Past President Daniel L. Hays
4:15 pm - 4:30 pm	BREAK		
4:30 pm - 5:30 pm	District Caucuses		
6:00 pm - 11:00 pm	St. Louis Night	"Meet Us at the Fair"	

TUESDAY, JUNE 28, 2011

<i>Time</i>	<i>Activity</i>	<i>Presenter</i>	<i>Moderator</i>
8:00 am - 5:00 pm	Conference Registration		
8:00 am - 5:00 pm	Flash Office Open		
8:00 am - 5:00 pm	Retiree Lounge Open		
8:00 am - 5:00 pm	Exhibits Open		
8:30 am - 10:00 am	CONCURRENT WORKSHOPS		
	"The Essential Four"* - Bookmark these Websites and you will be LMI Savvy!	Reginna Z. Ford, CWDP, and J. Patrick McKemie, Labor Market Information Division of North Carolina ESC	Betty White, Georgia Chapter
	Disability Awareness Training	Cornell Dillard, Missouri Labor Department	Mary Brown, Montana Chapter
	Work Sharing for a Stronger Economy	Veronica Champayne, EDD Workforce Services, California	Barbee Williams, Oregon Chapter
	Six Key Attributes of a Competitive Workforce	Panel of Human Resource Business Leaders from the St. Louis Regional Chamber of Commerce	Mary Archer, California
10:00 am - 10:15 am	BREAK		
10:15 am - 11:45 am	CONCURRENT WORKSHOPS		
	The Gift of Feedback: Giving & Receiving Feedback No Matter What!	Thomas White, JD and Sanford Danziger, MD, MPH, TRP Enterprises, Inc	William Futrell, Georgia Chapter
	Stress Management	Cornell Dillard, Missouri Labor Department	Val Moeller, California Chapter
	BounceBack St. Louis Public/Private Partnership	St. Louis Regional Chamber & Growth Association	Mary D. Rogers, Kentucky Chapter
	Work Opportunity Tax Credit	Laura Doss, Illinois Department of Employment Security	Gerri Jimenez, New Mexico Chapter



June 26-29, 2011

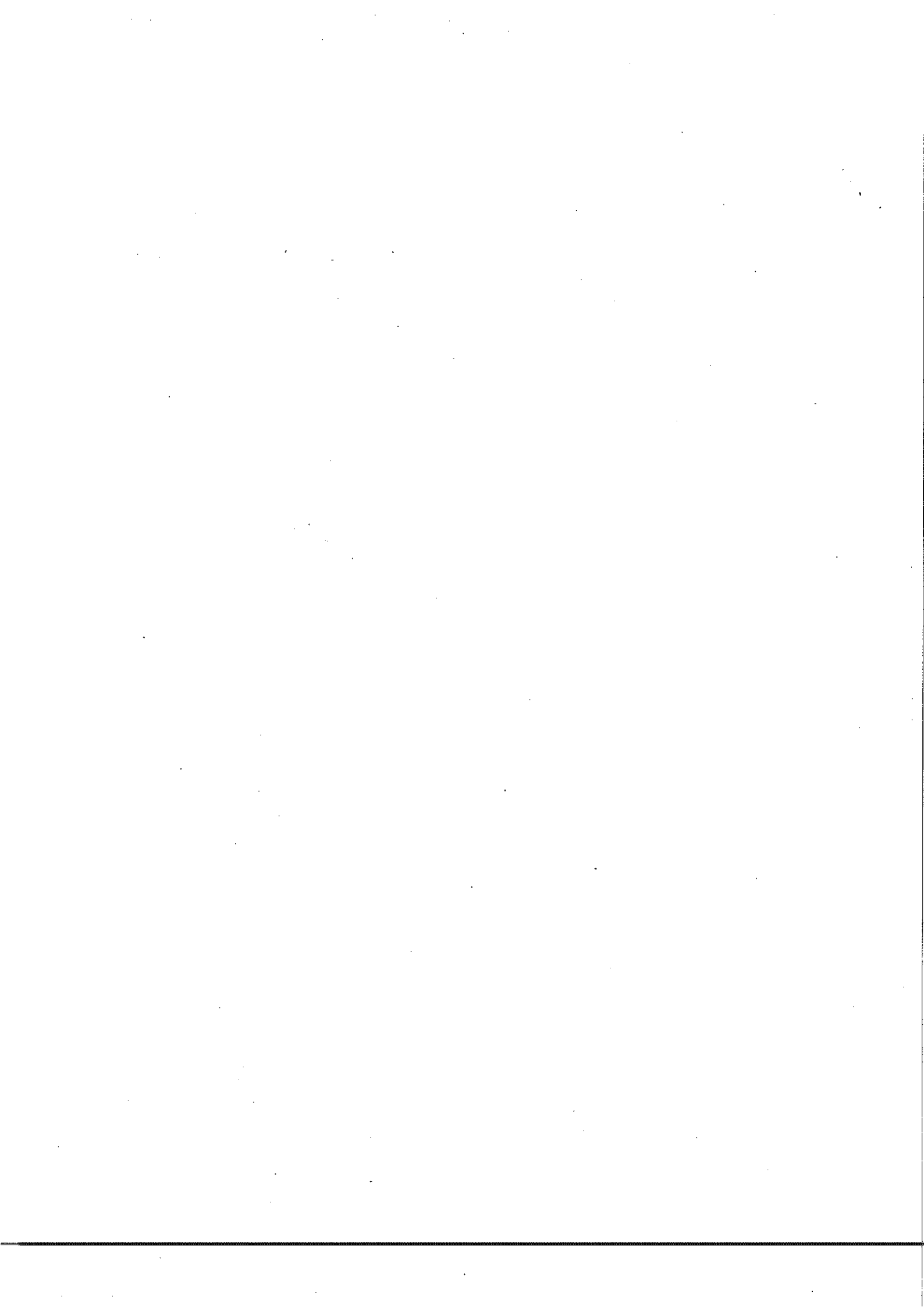
98th International Educational Conference Agenda

TUESDAY, JUNE 28, 2011 (continued)

<i>Time</i>	<i>Activity</i>	<i>Presenter</i>	<i>Moderator</i>
11:45 am - 12:00 pm	BREAK		
12:00 pm - 2:30 pm	Award Luncheon	Nancy Jinks, Chapter Development Chair	
2:30 pm - 2:45 pm	BREAK		
2:45 pm - 4:15 pm	General Session International Panel: Thriving in Today's Workforce	International Delegates	Linda Barnes, Secretary-Treasurer and Tom Ivory, International Development Chair
5:30 pm - 10:30 pm	Free Night - Tour buses going downtown @ \$18/seat	Sign up prior to May 23rd to be sure you have a seat	

WEDNESDAY, JUNE 29, 2011

<i>Time</i>	<i>Activity</i>	<i>Presenter</i>	<i>Moderator</i>
8:00 am - 2:00 pm	Conference Registration		
8:00 am - 2:00 pm	Flash Office Open		
8:00 am - 2:00 pm	Retiree Lounge Open		
8:00 am - 2:00 pm	Exhibits Open		
2:00 pm - 5:00 pm	Exhibits Teardown		
8:30 am - 10:00 am	CONCURRENT WORKSHOPS		
	"Social Security" - Understanding the Benefits	Sharon Byrd, Public Affairs Specialist, Social Security Administration	Val Moeller, California Chapter
	The Seven Habits of Highly Healthy Humans (or Why is My Lap Now Sitting on My Knees?)	Dr. Monica Dixon	Kathy Bilanko, Washington Chapter
	Orientation to Veteran Services	Tom Ivory, Trainer National Veterans Training Institute	Ron Sohnrey, Oregon Chapter
	Unemployment Insurance Trust Fund/Taxes	TBD	Richard Eskridge, Georgia Chapter
10:00 am - 10:15 am	BREAK		
10:15 am - 11:45 am	General Session Annual Business Meeting	Rich Vincent, Presiding	
11:45 am - 1:00 pm	Lunch on your own		
1:00 pm - 2:15 pm	General Session "Knee Deep in Alligators Surviving and Thriving in an Insane World"	Monica Dixon, Ph.D., R.D	Vice President Nancy Upchurch
2:15 pm - 2:45 pm	SPOKANE INVITATIONAL BREAK		
2:45 pm - 3:45 pm	Closing Ceremonies		
7:00 pm - Midnight	Banquet & Ball Richard Brown, Emcee	"Let the Carnivale Begin"	



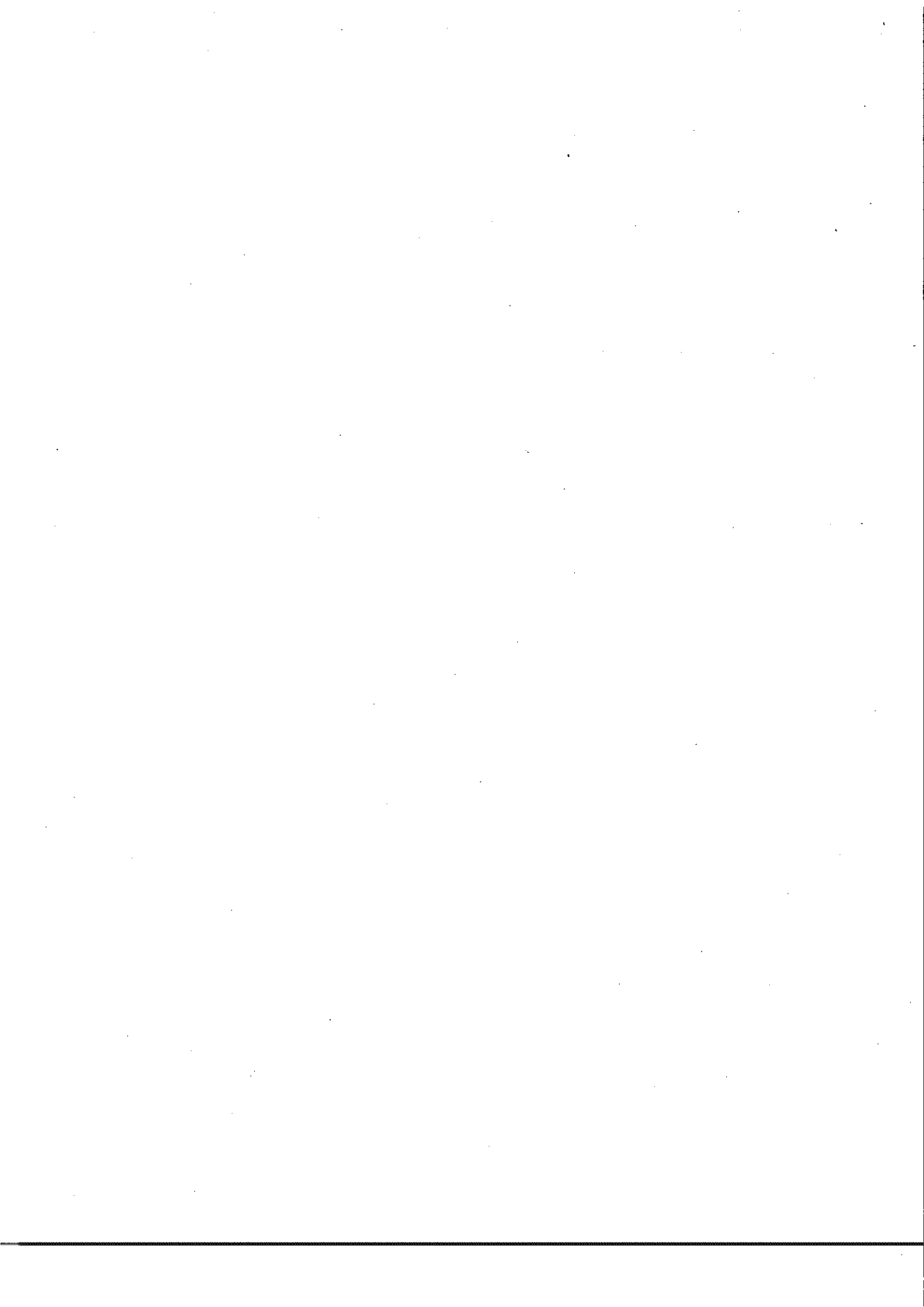
June 26-29, 2011

98th International Educational Conference Agenda

THURSDAY, JUNE 29, 2011

<i>Time</i>	<i>Activity</i>	<i>Presenter</i>	
8:30 am – 11:30 am	2011-2012 Board of Directors Meeting	David Slimp, Presiding	

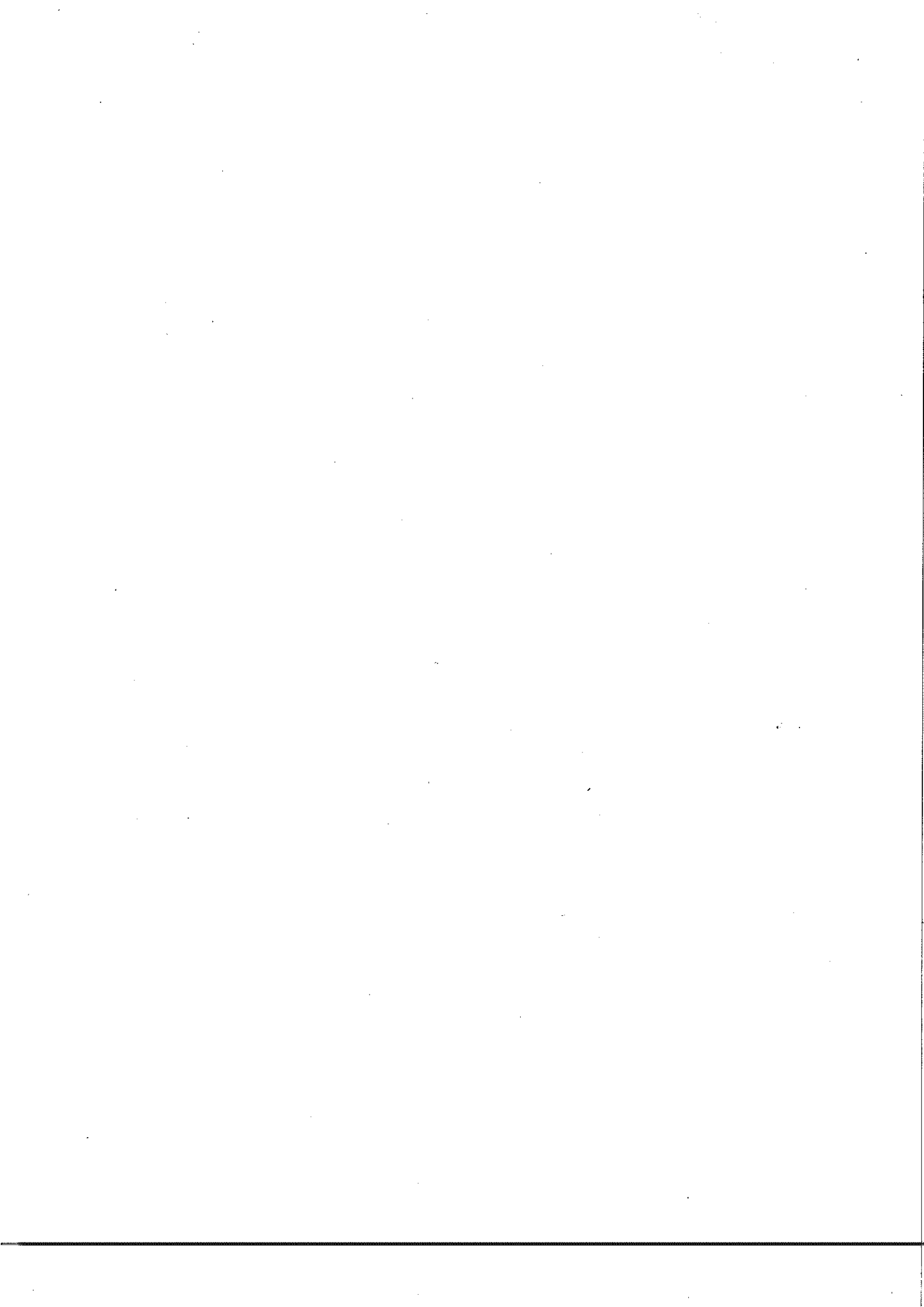




INDIVIDUAL MANAGEMENT ACTION PLAN



- 1. Who inspires me?** Write the name of one person who inspires you to think, do, and be your best. These can be people in your work life, your family life, or anywhere else. Perhaps you're inspired by a relative. Or a colleague. Or a famous figure from history. If a person doesn't readily come to mind, take time to think it through. You can select from the entire world population, past and present, so "I can't think of anyone" is not an acceptable answer!
- 2. What engages me?** When people are engaged at work, they feel a stronger connection to what they're doing. They leverage their creativity. They care more. They exude energy. The factors that strengthen employee engagement differ from person to person. Some people are engaged by a deep sense of purpose. Others respond to challenges that call for critical thinking and problem-solving. Still others find engagement through specific types of work or certain workplace situations or conditions or interactions. What does it for you? What is the key factor that unlocks your own engagement? Describe it in Box 2.
- 3. What are my strengths?** Don't hold back. Write down your standout skills, knowledge, experience, style attributes, and more – then scan the list and select your single greatest strength. If you want a fuller self-inventory, ask one or more of your co-workers what they see as your strengths. The people around us can notice positive qualities that we take for granted.
- 4. What do I need to learn?** The ancient wisdom holds true: Learning is like rowing upstream – not to advance is to drop back. So how will you advance in the next few months and years? What will you need to acquire in the way of new knowledge and skills? How will you strengthen your emotional intelligence? How will you sharpen your creative thinking? How will you leverage your deep interests? Write a compressed learning plan in Box 4. Keep in mind that your proximity to people at work, and your easy access to the entire world via the Internet, opens the way to countless learning opportunities.
- 5. What is my brand?** True, you're not Nike or Coca-Cola. But unless you want to be a generic commodity who fades into the workplace woodwork, you need to think of yourself as a brand. Ponder this: In a world of "so many," how do you stand out? How do you add value? Fill in the blank: "In my workplace, I am the most _____." (creative, curious, detailed-oriented, revenue-minded, constructively critical, imaginative, practical, etc.) Describe your brand in 10 or so words in Box 5 – or, if you're feeling brandless at this point, write the brand you want to become based on qualities you currently bring to the table.
- 6. How do I recharge?** List your favorite ways for lowering stress and putting new power into your batteries. This can include quick things you do at work (like taking a walk break every day), activities away from work (exercise, playing a musical instrument, reading, meditation, cooking, art, craft projects, other hobbies, etc.), and so on. If you don't do much of anything at this point to get a regular recharge, now's the time to start. Write down one or two activities to begin as soon as possible.
- 7. Got a bucket list?** If you have your own bucket list, make sure you live it. If you don't have one, start making it now. Google can help – search on "bucket list ideas."
- 8. Got roadblocks?** Good intentions and great plans invariably run into roadblocks. Perhaps you're facing one or more barriers right now. Instead of giving up or getting mad, get analytical. Think about the situation, peel back the layers to understand what's really going on, and consider different ways to address the situation. This takes extra time and patience, but it's your surest way to find the best way forward.
- 9. Here's what I will do:** Determine and document three specific actions you'll take based on your insights from Boxes 1-8. Include one action for each of the three time frames in Box 9. Remember, it's not what you know that makes the difference, it's what you do with what you know.



22 KEYS to a Meaningful Workplace™

1. ACKNOWLEDGMENT

- ✓ Employees are acknowledged for a job well done – not with extrinsic rewards but with genuine appreciation.
- ✓ The organization takes time to celebrate its major efforts (the journey) and successes (the destination).

2. BALANCE

- ✓ Employees can take work home if they want to, but they don't feel guilty if they choose otherwise.
- ✓ There's an acceptance of the fact that employees often bring a part of home to the workplace. For example, for the sleep-deprived parent of a newborn, expectations are reasonably lowered and rules are flexed.

3. CHALLENGE

- ✓ The workplace is full of challenges for staff who want them.
- ✓ People are in work situations that require them to make full use of their talents.

4. DIALOGUE

- ✓ There is an ongoing flow of constructive dialogue involving people at all levels of the organization.
- ✓ Employees feel free to discuss work-related problems, opportunities, and issues.

5. DIRECTION

- ✓ A compelling vision of the future draws people in a common direction.
- ✓ Goals and objectives serve as a down-to-earth, day-to-day complement to the vision.

6. EQUALITY

- ✓ People throughout the organization genuinely feel that they're on the same level, regardless of how the org chart looks.
- ✓ All staff are seen as equally important, and actions at all levels reflect this.

7. FIT

- ✓ Individual employees clearly see how they and their work fit into the bigger mission of the organization.
- ✓ People are able to tap their strengths: "I get to do what I'm good at."

8. FLEXIBILITY

- ✓ The organization's rules are flexed when a situation justifiably calls for it.
- ✓ Good judgment is used in applying rules. People accept the subjectivity that goes along with this.

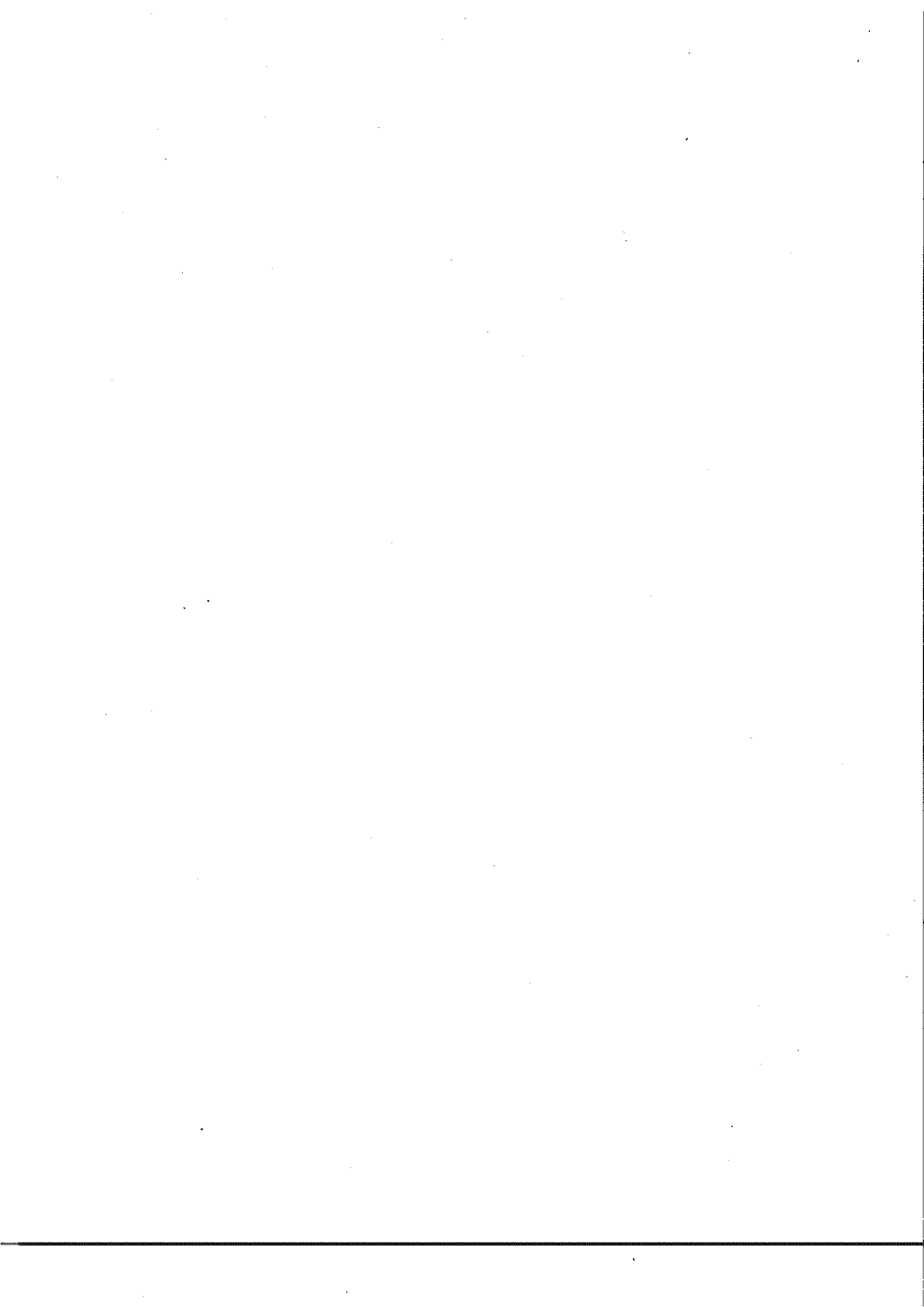
9. INFORMALITY

- ✓ An open-door policy is practiced by everyone.
- ✓ It is not unusual for a major project to turn into a major pizza party – with the work still getting done.

10. INVENTION

- ✓ Risk-taking in the name of innovation is strongly encouraged.
- ✓ Mistakes are seen as a fair price for learning and innovation.

Continued on the next page...



22 KEYS to a Meaningful Workplace™ CONTINUED

11. ONENESS

- ✓ There's a prevailing sense that "we're all in this together."
- ✓ Working relationships are best described as collaborative – and not competitive.

12. OWNERSHIP

- ✓ People view themselves as owners of their work and act accordingly.
- ✓ People who do the work shape how that work is done.

13. PERSONAL DEVELOPMENT

- ✓ The workplace allows people to reach their full potential.
- ✓ Learning opportunities abound throughout the organization.

14. PURPOSE

- ✓ The organization's mission has a larger purpose that goes beyond delivering services – or even being the best in a given field or vocation.
- ✓ Individual employees feel that their work makes a positive difference in some way.

15. RELATIONSHIP-BUILDING

- ✓ The workplace offers many opportunities to build relationships.
- ✓ People understand the need to build strong relationships with co-workers, customers, external partners, and others.

16. RELEVANCE

- ✓ The system allows employees to use their time efficiently; they can spend it on activities that are relevant to the mission.
- ✓ Rules and red tape are kept to a minimum.

17. RESPECT

- ✓ People in the workplace show respect for one another regardless of rank and title.
- ✓ When decisions are made, there is a thoughtful assessment of how each option may affect employees.

18. SELF-IDENTITY

- ✓ Individuality is encouraged.
- ✓ People feel free to be themselves.

19. SERVICE

- ✓ Staff have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, etc.).
- ✓ There's an organizational obsession with helping others to be successful. "Others" is broadly defined to include colleagues, customers, communities, and stakeholders.

20. SUPPORT

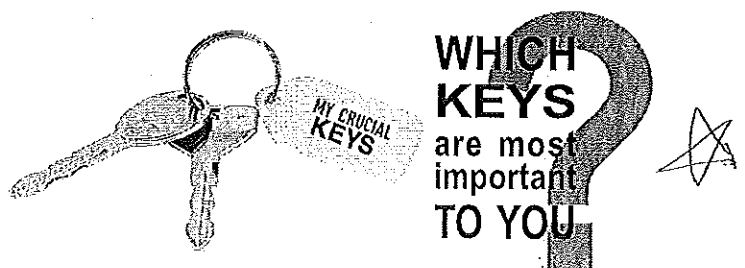
- ✓ Employees are given the resources (information, time, funding, experience, learning opportunities, tools, etc.) they need to be successful in their work.
- ✓ Management knows when to get involved and when to stay out of the way. They offer help instead of imposing it.

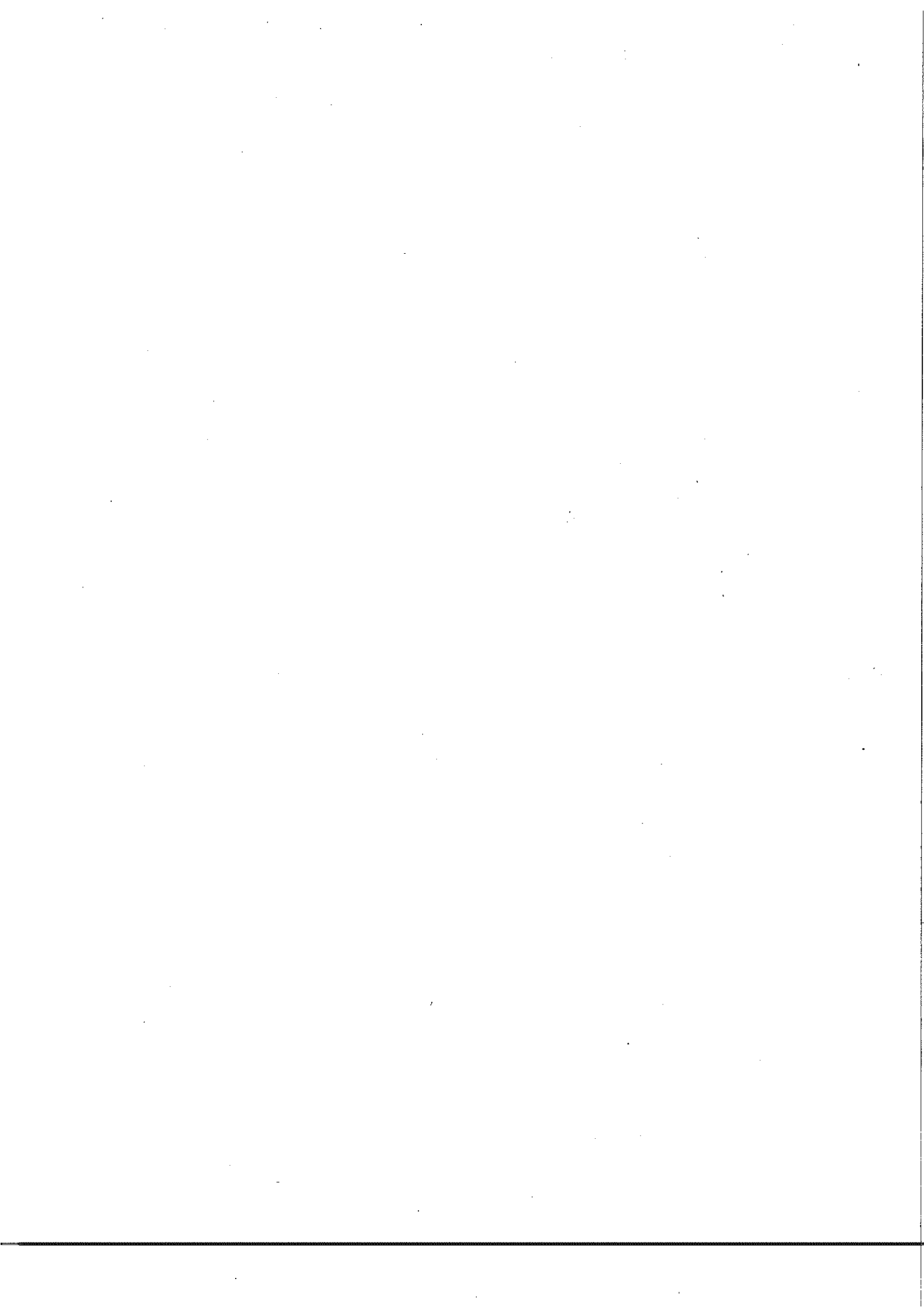
21. VALIDATION

- ✓ Staff members can see for themselves the impact of their work. (The stone-crusher sees the cathedral.)
- ✓ Contact with customers (internal and external) is a routine part of doing business, giving employees a first-hand view of how their products/services are used.

22. WORTH

- ✓ Employees are valued by the organization.
- ✓ "People know what I'm good at, value that, and go to me for those things."





Career Centers Collaborate with Staffing Agency

Patti Penny, Founder and CEO
Penmac Staffing Services, Inc.

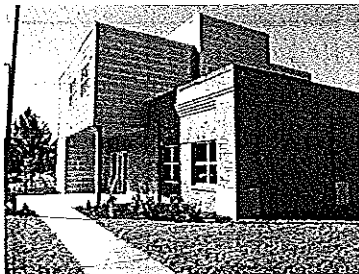


About Penmac



- Penmac Staffing Services, Inc. is the largest privately-held staffing company in Missouri
- Founded in 1988, we now have 27 branch offices in seven states and serve clients in a total of 11 states
- We primarily serve industrial clients, but also have a substantial number of clerical and medical clients

Corporate Headquarters



In 2010, Penmac was sold to its employees and is now a 100% employee-owned company.

Penmac Workforce Development Center



- Opened in 1995
- Provides space for free GED classes in the evenings
- Orientation and other training also held in the classrooms

How Penmac Bridges the Workforce Divide

ELIMINATING EMPLOYMENT BARRIERS

Eliminating Employment Barriers

- We have identified several factors that prevent people from starting or holding a job
- In order to help both our associates and clients, we have developed several programs to reduce these barriers



Education

- The vast majority of our clients require that their employees have a high school or GED diploma
- We provide GED classes two nights a week at our workforce development center in Springfield
- We pay the test fee for Penmac associates
- We offer a \$250 scholarship to GED recipients who chose to continue their education at Ozarks Technical Community College
- Other branches also provide GED classes. Our Ava, Missouri location has had over 450 graduates since 1999!

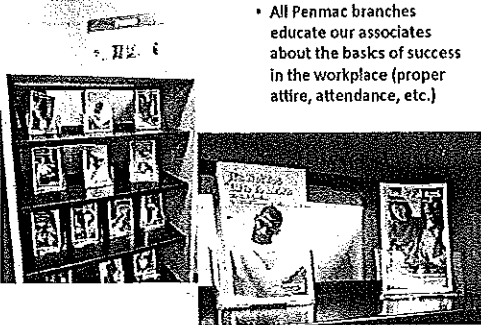
Transportation

- Reliable transportation can be an overwhelming expense for the unemployed
- We provide transportation to and from home and the worksite for a nominal fee, which is deducted from the associate's paycheck



Life Skills

- All Penmac branches educate our associates about the basics of success in the workplace (proper attire, attendance, etc.)



Job Skills



- OSHA-approved safety training (and testing) for industrial workers is provided via Rogers Learning System
- Software training is available through our branches at no charge for programs such as Microsoft Word and Excel

Safety Equipment and Clothing

- When an associate can't go to work because he or she lacks the proper attire, we provide safety equipment and a voucher for steel-toed boots. The associate repays us as they begin to work.



In Springfield, we co-sponsor Su't Yourself Boutique, which provides professional attire at no charge to women entering the job market

Successful Partnerships

COLLABORATING WITH CAREER CENTERS

St. Louis Area

- We needed to find people for a large client in Fenton, but we hadn't yet opened an office in the area
- The Career Center in Arnold, MO allowed us to rent space in their facility
- We interviewed applicants at the Career Center

Lee's Summit, Missouri

- Toni Abramovitz, the manager of our Lee's Summit branch, works closely with the Independence, MO Career Center
- We are one of the few staffing agencies the Independence Career Center works with
- We have earned their trust by NEVER posting jobs that aren't actually open positions.



Our relationship is mutually beneficial because they will always refer people for our open positions, and we always interview (and usually place) the job seekers they refer to us.

Multiple Locations

- Career Centers have provided space for interviewing and training
- We've participated in and hosted Job Fairs at Career Centers
- MissouriCareerSource.com is a valuable resource for posting our open positions



Photo courtesy of the Springfield Career Center

Missouri Summer Jobs Program

- In 2009 and 2010, this program connected youth ages 14-24 with paid internships and work experience at employers across the state
- In Springfield and southwest Missouri, the Career Center partnered with Penmac for this program
- Career Center staff recruited the students and verified their eligibility for the program
- Penmac staff performed drug screens, had the students complete our online application, and held orientations
- These orientations taught the students how they would be paid, work comp procedures, and other basics of joining the workforce


Missouri Summer Jobs Program

- Career Center staff connected the students with employers
- Students were responsible for completing time slips, getting their employer's signature, and turning in the slips at the Career Center
- Career Center staff verified the hours worked and sent the timeslips to Penmac
- Penmac paid the students via direct deposit or paycards

Missouri Summer Jobs Program



- This program allowed many young people an opportunity to work who otherwise may not have been able to secure a summer job
- Several students were offered permanent employment at the end of the program
- Unfortunately, the program was not funded in 2011



Assistive Technology

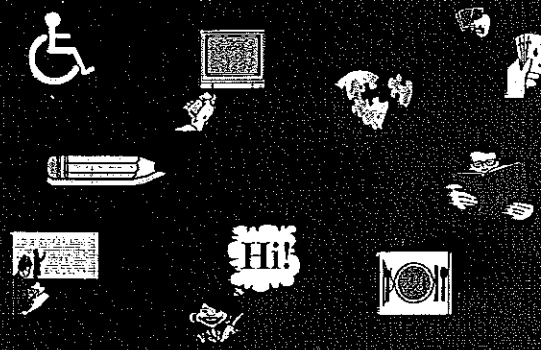
Tools For Life & Work

George Barthalow, MA, CRC, CWS
Area Supervisor
Florida Division of Vocational Rehabilitation

What is Assistive Technology?

- Any device that allows an individual to live more independently, improve productivity and enhance their quality of life.
- Designed to help individuals compensate for physical changes related to aging such as vision loss, hearing difficulties, decreased flexibility and agility, memory loss, etc.
- Assistive Technologies often remove barriers to life's problems, and mean the difference between dependence and independence, between living at home or not.
- Currently over 60,000 products on the market.


Assistive Technology is anything that makes it easier to...



Technology = Tools = Power


Assistive Technology **empowers** people to:

- Extend physical, sensory, and cognitive abilities
- Work more efficiently, increase productivity
- Extend communication abilities
- Increase options




Who Uses Assistive Technology?

All of us



Who Uses Assistive Technology?

- Individuals with **sensory needs**
- Individuals with **motor needs**
- Individuals with **cognitive problems**
- Individuals with **speech and language problems**



Functional Benefits of Assistive Technology

- Helps individuals become more independent or maintain a level of independence in all phases of their lives.
- Enables individuals to enjoy learning, living, working and playing more fully.
- Redefines what is possible with a wide range of cognitive, sensory, and physical disabilities.
- Provides creative solutions that assist individuals as they go about their day to day activities.

Functional Benefits of Assistive Technology

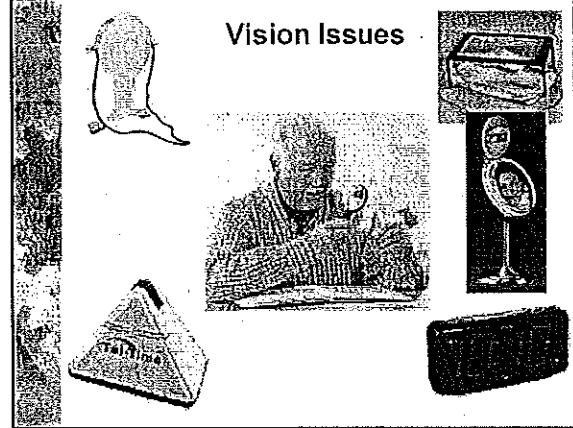
- Decreases environmental barriers.
- Decreases frustration.
- Increases self esteem.
- Increases safety.
- Increases communication and understanding.
- Increases choice making.

Vision Issues

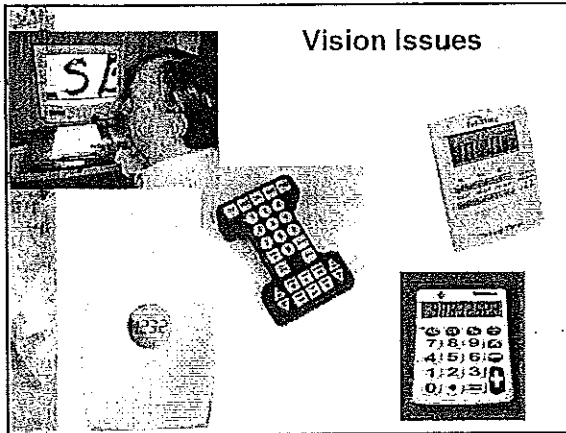
- Products that
 - Magnify
 - Provide voice/sound output
 - Provide contrast
 - Reduce glare
 - Provide enlarged text or numbers
 - Provide tactile markers



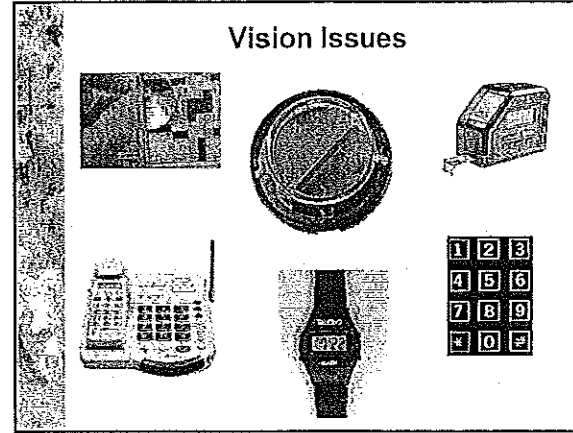
Vision Issues



Vision Issues



Vision Issues



Hearing Issues

- Products that provide
 - Volume control
 - Signaling/alerting
 - Visual display
 - Vibrating products
 - RELAY Service
 - TEDP Program

Hearing Issues

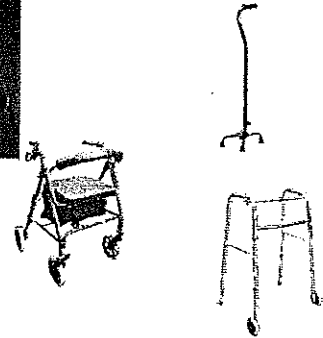
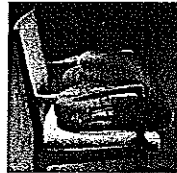


Getting Around

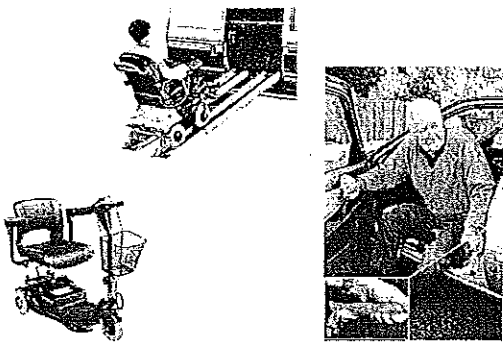


- Canes
- Walkers
- Wheelchairs
- Scooters
- Barrier free lifts
- Bath lifts
- Van lifts

Getting Around

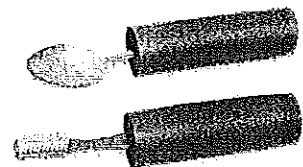


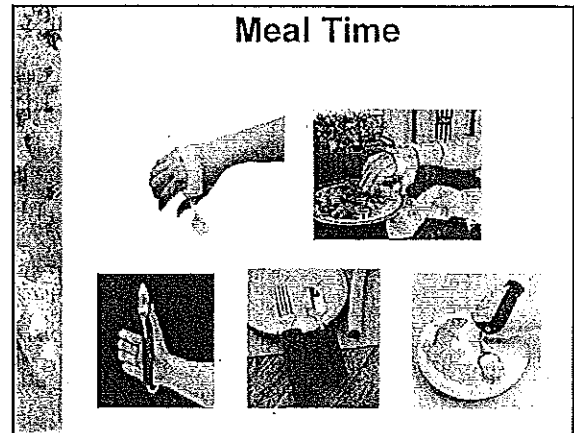
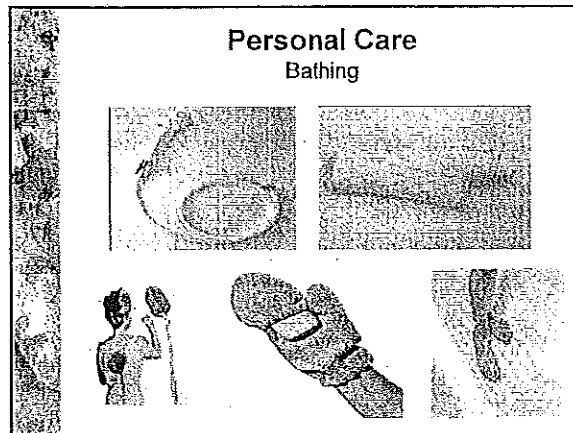
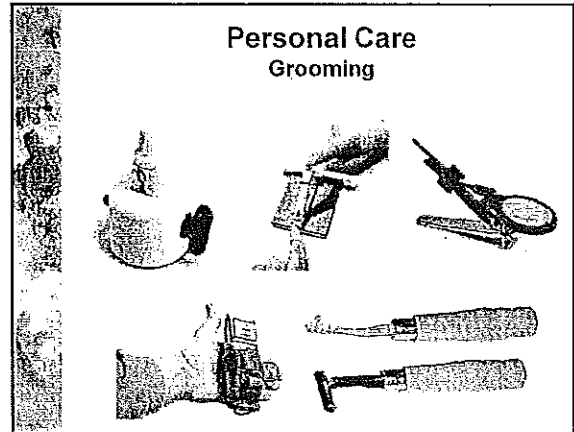
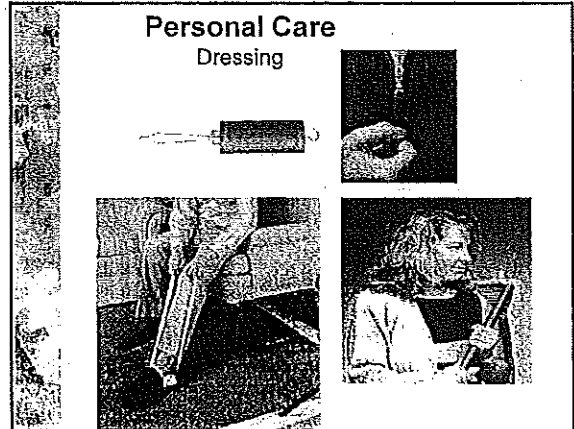
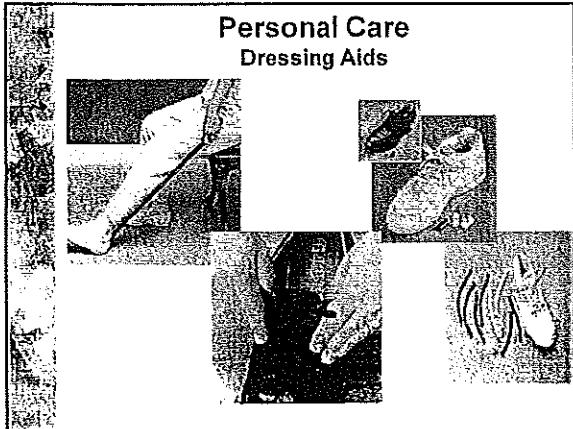
Getting Around



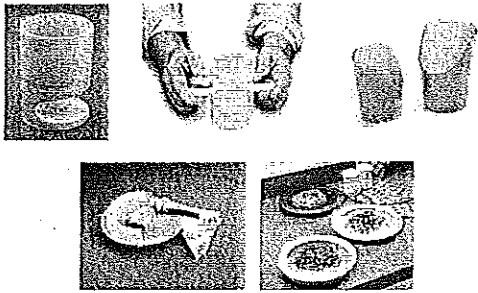
Personal Care

- Routine activities that are performed every day
 - Dressing
 - Clothing
 - Grooming
 - Bathroom



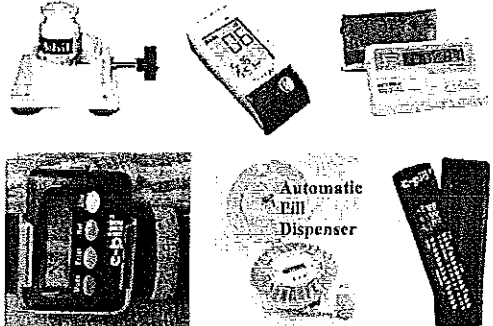


Meal Time



A collection of images related to meal time, including a microwave, a person eating, a glass, a plate of food, and a bowl.

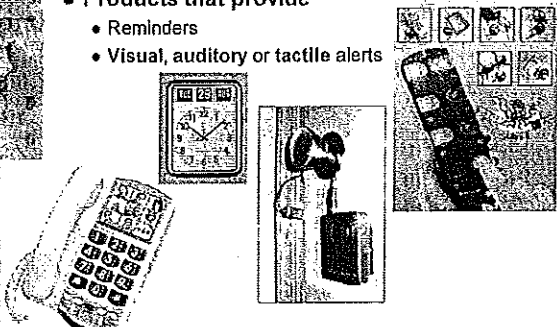
Medication Management



A collection of images related to medication management, including a pill bottle, a pill dispenser, a pill box, and a remote control.

Memory & Attention

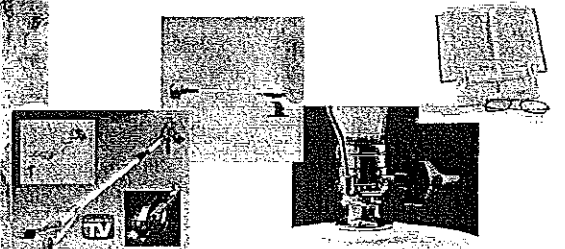
- Products that provide
 - Reminders
 - Visual, auditory or tactile alerts



A collection of images related to memory and attention, including a calendar, a clock, a telephone, and a pill dispenser.

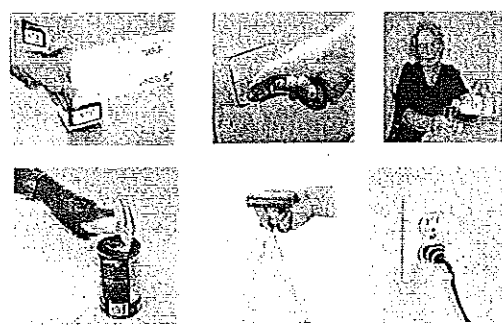
Every Day Gadgets & Gizmos

- Products that
 - Empower individuals to perform activities of daily life independently



A collection of images related to everyday gadgets and gizmos, including a television, a microscope, and a computer monitor.

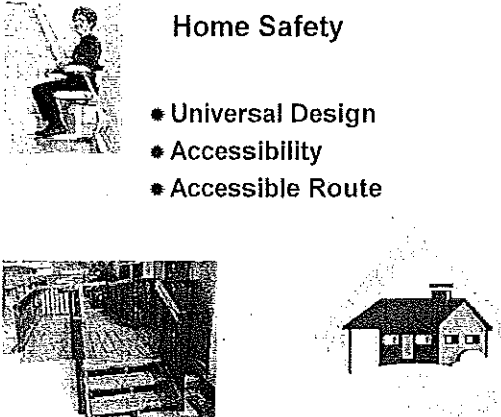
Every Day Gadgets & Gizmos



A collection of images related to everyday gadgets and gizmos, including a hand holding a device, a hand holding a device, and a hand holding a device.

Home Safety

- Universal Design
- Accessibility
- Accessible Route



A collection of images related to home safety, including a person sitting in a chair, a ramp, and a house.

Home Safety

Home Safety

Home Safety

Replace conventional door hinges with offset hinges. These hinges can add about 1.5 to 2 inches to the width of the doorway. Will allow wider access for mobility.

Environmental Control

Environmental Control

Communication

• Products that

- Provide a voice for someone who cannot speak
- Empower users to communicate needs, wants, feelings and to connect with others
- May be low tech or high tech
- Writing
- Telephone

Communication
Speech

1 2 3 4 5 6 7 8 9 10
W E R T Y U I O P
A S D F G H J K L
Z X C V B N M 2

Communication
Speech

Communication
Writing

Communication
Telephones

Computer Use

• Products that

- Make computers easier to use
- Make computer screens easier to see

Computer Access

xFont is amazing!
You won't believe
how clear it is.
See for yourself.

Computer & I Phone Apps:

- **Proloquo2go** - This app gives the gift of speech to those who have difficulty or are unable to speak. Advanced features on this app include automatic verb conjugation, automatic plural and possessive nouns, over 7,000 vocabulary items. It is also easy to change viewing settings to ensure the user's ease in every aspect of this life changing tool.

Optimized for: iPod Touch, iPhone 3.0 or later and iPad
Price: \$189.99

Link: www.proloquo2go.com

Computer & I Phone Apps:

- **BigNames** - Dialing numbers on a tiny keyboard can be challenging for anyone. Big Names is an app that enlarges contacts for easy, visible dialing. It shows your current contact list in an extra large type font making calling less of a hassle.

Optimized for: iPhone 3.0 or later

Price: \$1.99

Link: xinsight.ca/bignames

Computer & I Phone Apps:

- **Dragon Search** - Use your voice to state commands that will send you through the waves of the web. Perfect for someone with very limited mobility. Just open the app, click the "tap to talk button" and voice your desired search engine/website such as Google, Yahoo, Bing, iTunes, Twitter Search and Wikipedia.

Optimized for: iPhone and iPod Touch, iPad

Price: Free

Link: www.dragonmobileapps.com

Computer & I Phone Apps:

- **Dragon Diction** - By the same people that brought you Dragon Search, this app allows you to write email and text messages through the sound of your voice. It doesn't matter the length of your message. You can even update your Facebook status and Tweet. It is up to five times faster than typing which will save you the time and the hassle.

Optimized for: iPad, iPhone and iPod Touch

Price: Free

Link: www.dragonmobileapps.com

Related Products: [Dragon for Email for BlackBerry \(Free\)](#)

Computer & I Phone Apps:

- **QwikList Voice** - Ideal for those with limited mobility, QwikList Voice is a voice controlled app that allows the user to create lists, send and reply to text messages, or add an event to Google Calendar. It also has the unique option to add items to your shopping list by scanning barcodes. With available alerts to remind you what is next on your to-do list, you.

Optimized for: Android 1.5 or greater

Price: \$0.99

Link: www.shahlab.org

Computer & I Phone Apps:

- **Webtalk** - A voice enabled Internet browser lets you surf the web in a few easy steps. If you have your hands busy by other daily tasks, you can use this app to listen to articles on sites such as cnn.com. This app reads the text from selected websites so you have the freedom to continue with your daily activities while being updated on the latest news. *Optimized for:* Android

Price: Free *Link:* maildover.com

Related Products: [Talking Browser for iPad \(\\$0.99\)](#)

Computer & I Phone Apps:

- **PC2Me+** - This app enables you to get full access to your desktop directly from your iPhone, iPod Touch or iPad. It connects with your Windows desktop and allows streaming audio and video. It also allows you to view live slides and presentations right from your Apple device. There is no need to be confined to your house anymore with this app, it gives you the freedom to be on the go while staying connected to the PC world.

Optimized for: iPod Touch, iPhone, iPad

Price: \$9.95

Link: www.pc2me.net

Computer & I Phone Apps:

- **Jumi Mouse+** - This app gives you the freedom to control your PC's mouse without having to sit directly in front of your computer. It also doubles as a wireless keyboard, making it easy to access files, search the web and write emails from the comfort of your wheelchair. Perhaps the most appealing Vista feature to wheelchair users is the desktop zoom which allows you to focus, click and zoom in on any area of the screen. Requires Windows XP/7.

Optimized for: iPhone 2.1 or later

Price: \$1.99 *Link:* www.jumitech.com

Related Products: VNC Viewer for iPad and iPhone

Computer & I Phone Apps:

- **Calorie Tracker** - Livestrong.com has produced an app that helps approach weight loss in an easier, more organized fashion. Calorie Tracker works with its online database to give you a comprehensive list of over 600,000 foods and exercise items that allow you to track your caloric intake for the day. This is a simple way to be mindful of your eating and a sure way to shed the pounds.

Optimized for: iPhone 3.1 or later

Price: \$2.99 *Link:* www.livestrong.com

Related Products: [MyNetDiary- Food and Exercise Diary for iPad \(\\$9.99\)](#) and [Calorie Counter for iPad \(Free\)](#)

Computer & I Phone Apps:

- **White Noise** - Thunder. Rainfall. Waves. A cat purring. A heart beat. These ambient noises relax your mind and ease you into a dreamlike state. This app comes complete with a sound shutoff timer that saves the life of your battery. It is extremely beneficial for those that have difficulty falling asleep or just need some time to clear your mind.

Optimized for: iPhone, iPod Touch, Android and BlackBerry

Price: Varies per product \$1.99-\$2.99

Link: www.tmssoft.com

Related Products: [MusicHealing HD for iPad \(\\$4.99\)](#)

Converting Text to Speech Program

http://www.oddcast.com/home/demos/tts/ts_example.php?sitepa1

Other Software for the Visually Impaired

- **JAWS** (A screen reader)
- **Zoom Text** (Provides magnification and includes a speech/screen reader)
- **Windows/Apple programs** include limited versions of this software technology.

Computer Access

Computer Access

- Alternative keyboards
- Alternative mice
- Trackballs
- eye gaze systems
- head mouse/foot mouse
- Word predicting programs

Reading Pens:

- Are shaped like a pocket-sized pen with a display screen and buttons. Users scan printed text with the small optical scanner in the tip of the pen, and the device translates, defines, reads aloud, or stores the text quickly and accurately, anytime and anywhere.
- Use special display and audio features to help people with special needs (such as dyslexia, aphasia, and literacy issues)

Recreation

- Gardening
- Bowling
- Cycles
- Exercisers
- Fishing & Hunting
- Games
- Golf
- Pool Lifts
- Reading
- Hobbies
- Travel
- Water Sports
- Wheelchairs & Beach Access

Recreation

7	25	44	57	62
15	22	40	50	70
11	30	46	74	
2	28	37	55	68
10	27	39	59	75

Recreation

Types of Assistive Technology

- Visual and Hearing Aids
- Switch Access
- Recreation
- Mobility
- Job Accommodation
- Environmental Control
- Computer Access
- Augmentative Communication
- Aids for Daily Living

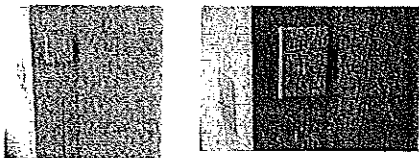
Job Accommodation

- Job accommodation involves evaluating the work environment of a person who needs assistive technology. The addition and integration of appropriate assistive technology into the work environment may increase productivity and independence. Any or all categories of assistive technology may be considered for job accommodation.

Assistive Technology Modifications

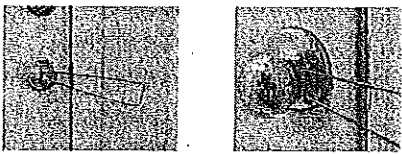
- Use creativity to adapt commonly used items, such as
 - light switches
 - gardening tools
 - door knobs
 - grooming aids

Assistive Technology Modifications



Create a light switch extension for limited range of motion.

Assistive Technology Modifications



Make a lever door handle for increased gripping area.

Choosing the Right Assistive Technology

- User characteristics
 - age
 - roles (what are the user's responsibilities, occupation)
 - physical/mental abilities
 - motivation/interest
 - learning style
 - prior experience with AT
 - goals (what does the user want to do)
 - skills

Choosing the Right Assistive Technology

- User activities
 - types of activities
 - how often
 - how much effort
 - needed skills

Choosing the Right Assistive Technology

- User environment
 - where, when
 - necessary space
 - assistance with set up or access
 - training
 - others involved
 - routine changes
 - acceptable changes

Choosing the Right Assistive Technology

- Assistive device capabilities
 - appropriateness
 - costs
 - maintenance/repair
 - modifiable
 - transportable
 - accessible
 - upgradeable
 - other choices
 - trial period

Choosing the Right Assistive Technology

- **Important:** be person-centered. Involve the person who will be using the adaptive device and/or the primary caregiver and allow the person to make choices. Shop around and try the device before buying it.

Resources:

- www.christopherreeve.org
- <http://askjan.org/media/prodserv>
- www.disabled-world.com/assistivedevices/apps
- www.ncatp.org
- Market.android.com
- www.apple.com/webapps/

Contact Information:

George Barthalow
Vocational Rehabilitation
Area Supervisor
600 8th Avenue W.
Palmetto, FL 34221
941-721-2861
George.Barthalow.vr.fl.doe.org

Unemployment Insurance in the Great Recession and Beyond

Dr. Wayne Vroman
The Urban Institute

wwroman@urban.org

Presentation at
IAWP Conference
June 29, 2011

1

Outline

- U.S. Labor Market
- UI in the recession of 2008-2009
- The big states
- Tax base indexation
- Ideas for the future

2

The U.S. Labor Market

- Ageing of the labor force
- Decline of temporary layoffs
- Unemployment duration

3

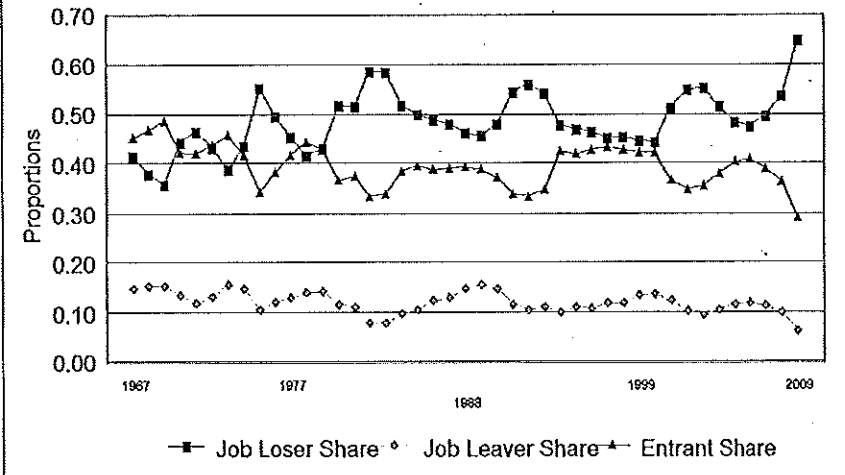
Ageing of the Labor Force

	Total unemploy- ment (1)	Unemploy- ment 16-24 (2)	16-24 Share = (2)/(1) (3)
1958	4,602	1,379	0.300
1968	2,817	1,381	0.490
1978	6,202	3,064	0.494
1988	6,070	2,486	0.371
1998	6,209	2,286	0.368
2008	8,924	2,830	0.317
2009	14,265	3,759	0.264
2010	14,825	3,857	0.260

Source: USDOL-BLS.
Unemployment in thousands

4

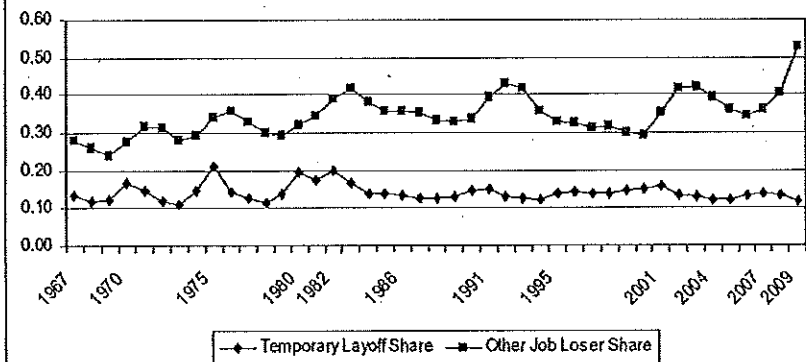
Chart 1. Shares of Unemployment by Reason



Source: BLS

5

Chart 2. Temporary Layoffs and Other Job Losers:
Shares of Unemployment, 1967 to 2009



Source: BLS data

6

Unemployment Duration

	Mean Duration CPS (1)	Median Duration CPS (2)	Regular UI Average Duration (3)	Regular UI Potential Duration (4)	Regular UI Exhaustion Rate (5)
1950s	11.3	-	12.0	22.5	25.2
1960s	11.8	-	12.5	24.2	23.1
1970s	11.9	6.3	13.8	24.3	29.4
1980s	15.0	7.1	14.7	24.1	32.9
1990s	15.7	7.6	14.8	23.9	35.5
2000s	17.5	9.2	15.6	23.7	37.9

Ten year averages of duration in weeks. Exhaustions as a percent of first payments

7

Unemployment Insurance in the Current Recession

- Size of the benefit response
- The big states
- Indexation

8

The Perfect Storm of 2008-2010

1. Severe recession
2. Low pre-recession reserves
3. Timing of downturn, second half of 2008
4. Revenue loss due to reduced employment
5. Result to date – May 31, 2011

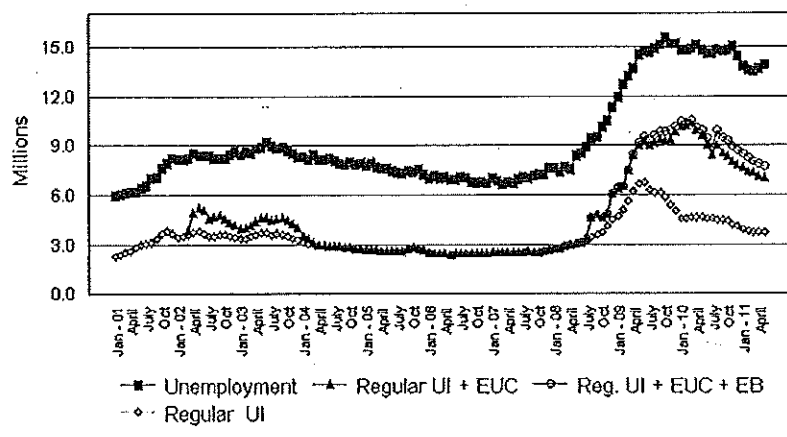
35 of 51 “states” have needed loans

Total loans - end of May 2011 = -\$40.3 billion

Net reserves - end of May 2011 = -\$23.2 billion

9

Chart 1. Unemployment and UI Claimants, 2001-2011



data from BLS and OUI

10

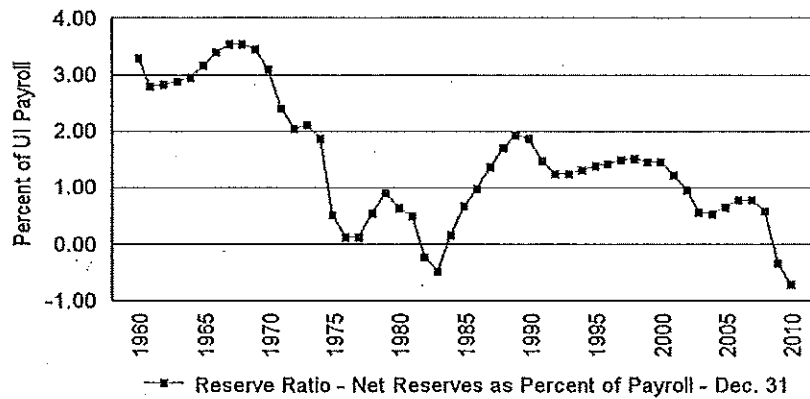
Annual UI Benefits

Annual Benefits	Regular UI	EUC	EB	Total UI
2007	32.0	-	0.0	32.0
2008	42.6	7.8	0.0	50.5
2009	78.5	42.0	6.0	126.5
2010	58.2	65.7	9.1	133.1

\$ billions, 51 programs

11

Chart 1. Aggregate Reserve Ratio, 1960 to 2010



aggregate 51 programs, December 31

12

Reserve Losses in Current Recession
Reserves at end of 2006 = \$35.4 billion

	2007	2008	2009	2010	2011
March 31	30.9	31.7	13.1	-30.4	-39.5
June 30	40.4	39.7	8.9	-23.8	May 31 -22.8
Sept. 30	40.8	36.5	-2.8	-27.4	
Dec. 31	38.2	29.0	-15.4	-32.7	

\$ billions, 53 programs

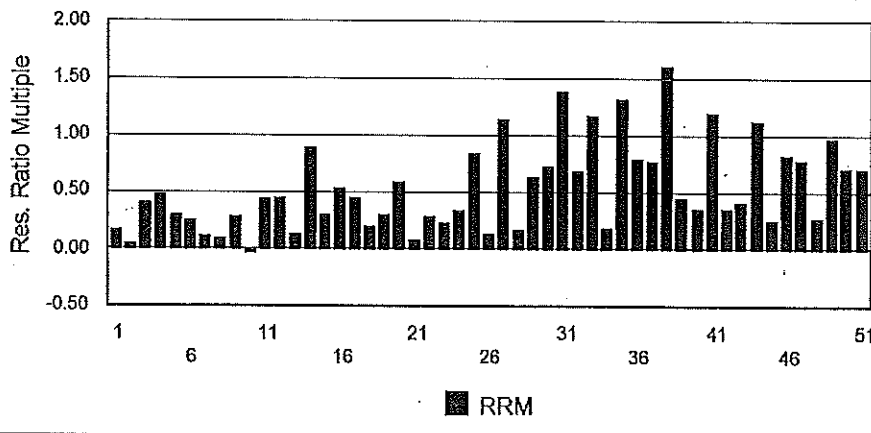
13

The Big States

- The 13 largest states (2009 UI employment)
 - Share of 2009 employment - 61%
 - Share of 2009 payroll 64%
 - Share of 2009 regular benefits 64%
- Low pre-recession reserves
 - All 13 have borrowed during 2009-2010
- Problems of administration

14

Chart 4. Reserve Ratio Multiples, December 2007
51 Programs Ranked by Size



state size - total payroll in 2007

15

Summary: Large and Small States - 2007

	Net Reserves - \$bill. (1)	Total Payroll - \$billions (2)	Reserve Ratio [(1)/(2)]% (3)	High Cost Rate - % (4)	RRM (3)/(4) (5)
All States	37.6	4,760	0.79	2.24	0.353
10 Largest	12.6	2,690	0.47	2.48	0.190
10 Smallest	2.25	118	1.91	2.99	0.639
Large/Small	5.2	22.8	0.25	0.83	0.297

Source: Data from USDOL-OUI.
Calculations by author

16

Problems of UI Administration

- Indicators of administrative performance often below-average in the largest states compared to small states
- Procedure for federal UI administrative allocations causes larger reductions from original budget requests in the larger states
- Many large states have old IT systems

17

Indexation in UI Programs

- 16 states plus the Virgin Islands have indexed taxable wage bases
 - Last adoption - Oklahoma in 1986
- 30 states plus Puerto Rico and the Virgin Islands have indexed maximum weekly benefits
 - Most adoptions during the 1960s and 1970s
- Indexation of tax base associated with high tax bases

18

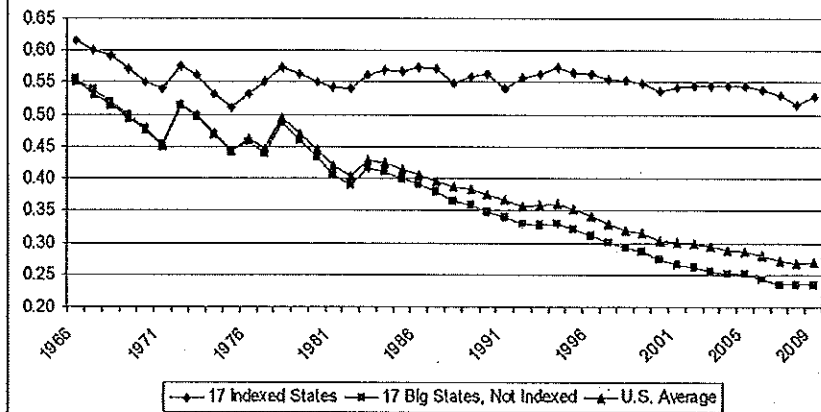
UI Tax Bases in 2011

Tax Base	Indexed	Not Indexed
Above 25,000	11	0
16,000 – 25,000	5	1
10,000 – 15,000	0	15
8,500- 9,500	0	9
7,700 - 8,000	0	6
7,000	0	4
Avg. Tax Base	\$27,656	\$10,313
Number of States	16	35

UI Financial Data ET Handbook 394

19

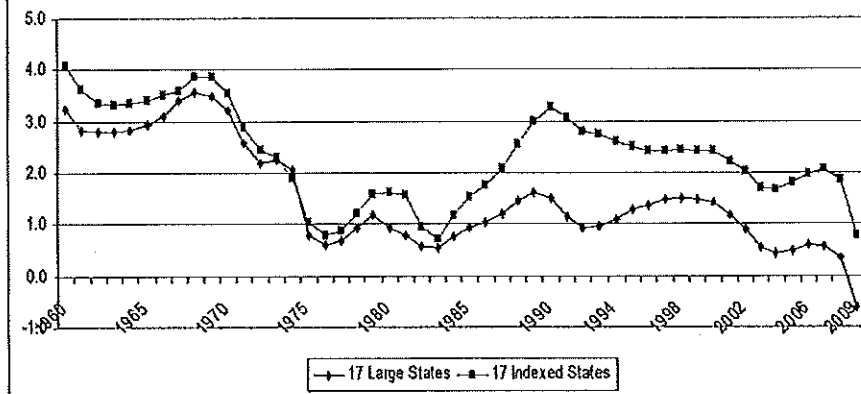
Chart 5. Taxable Wage Proportions, 1966 to 2009.



17 state simple averages

20

Chart 6. Reserve Ratios: 17 Indexed States
and 17 Large States, 1960 to 2009



Reserves as a percent of payroll.
17 state simple averages

21

Indexation and Reserve Ratio Multiples – December 2007

RRM – Dec. 31, 2007	51 Programs	Non-indexed Programs	Indexed Programs
Below 0.50	30	26	4
0.50 to 0.99	14	7	7
1.00 and Above	7	2 (ME, MS)	5
Total	51	35	16

51 UI programs

22

Indexation and Borrowing 2009-2011

	All States	Non-indexed States	Indexed States
Total States	51	35	16
States with Loans	35	29	6
Borrowing Probability	0.69	0.83	0.38

States (of 51) with loans in 2009-2011. Data through May 2011.

23

Ideas for the Future

- Raise the federal taxable wage base substantially
- Revise EB to institute a TUR trigger and fund EB totally with federal monies
- Two-tier benefit structure like several OECD countries. The second tier pays lower weekly benefits and eligibility is conditioned on low income
- Emphasize reemployment, e.g., REA
- Promote worksharing short-time compensation (STC)

24

Reemployment Eligibility Assessments - REA

- Example of an initiative to promote claimant “activation”
- Originally in 20 states in 2005
- Participants usually selected after first UI check
- Requirements
 - Periodic in-person reporting to one-stop center
 - Develop reemployment plan
 - Keep record of work search
- Evaluation currently in progress

25

Short Time Compensation – STC or Worksharing

- Present in about 20 states – 3 adoptions in 2010 and 1 in 2011
- Potential range of reductions different in different states
- Quite high usage (relative to past usage) in 2008-2009 recession
- Usage measured in STC equivalent (full) weeks relative to regular weeks
- Highest usage in 2009 (STC Equiv. Weeks/Regular Weeks)%

– Rhode Island	4.17
– Kansas	2.56
– Conn.	1.62
– Vermont	1.51
– Texas	1.50

26

STC in the United States

	U.S. Unemployment – All States	Regular Weeks Claimed – 17 STC States	STC Weeks Claimed – 17 STC States	STC Equivalent Weeks Claimed 17 STC States
2007	7,078	63,597	627	168
2008	8,924	83,683	1,193	327
2009	14,265	142,003	5,458	1,450
2010	14,825	115,351	3,502	876

Data in thousands. Equivalent weeks equal full weeks claimed

27

STC in Germany

	Unemployment	STC Recipients	STC Firms	STC Average Firm Size
2007	3,777	68	3.479	20
2008	3,268	102	4.433	23
2009	3,415	1,139	13.744	83
2010	3,238	535*	5.782	96

Bundesagentur für Arbeit Annual averages.
Data in thousands * Part-year data

28

STC Elsewhere in OECD

- France, Belgium, Canada, Czech Republic, Italy, Korea, Japan, Netherlands, Slovak Republic, Spain
- Usage in 2009 was at historic levels in Canada and Korea

29

Ways Germany Reduced Weekly Hours in the Great Recession

- STC
- Employer-initiated hours reductions
- Reduced overtime hours
- Drawdowns of individual working time accounts
- The ILO and OECD estimate that STC accounted for between 1/4th and 1/3rd of all reduced weekly hours in Germany during 2009

30

The Cost of Supplements to Wages and Salaries

- Source – BLS Employer Costs for Employee Compensation Survey

Civilian workers	<u>2010</u>	March	<u>2011</u>	March
• Hourly compensation		\$29.71		\$30.07
• Hourly wages		\$20.67		\$20.91
• Hourly cost of selected wage supplements				
1. Health Insurance		\$2.48		\$2.53
2. OASDI		\$1.34		\$1.35
3. DB & DC Pensions		\$1.32		\$1.37
4. Workers' Compensation		\$0.44		\$0.43
5. Medicare		\$0.34		\$0.34
6. State and Federal UI Taxes		\$0.18		\$0.21
(UI taxes/hourly compensation) -Percent	0.61			0.70

31

Success with Focused Audits in Washington State

Significant Gains in Identifying Misclassified Employees & Discovering Unpaid Taxes through Focused Audit Selection

June 2011

Lorenda Lillard

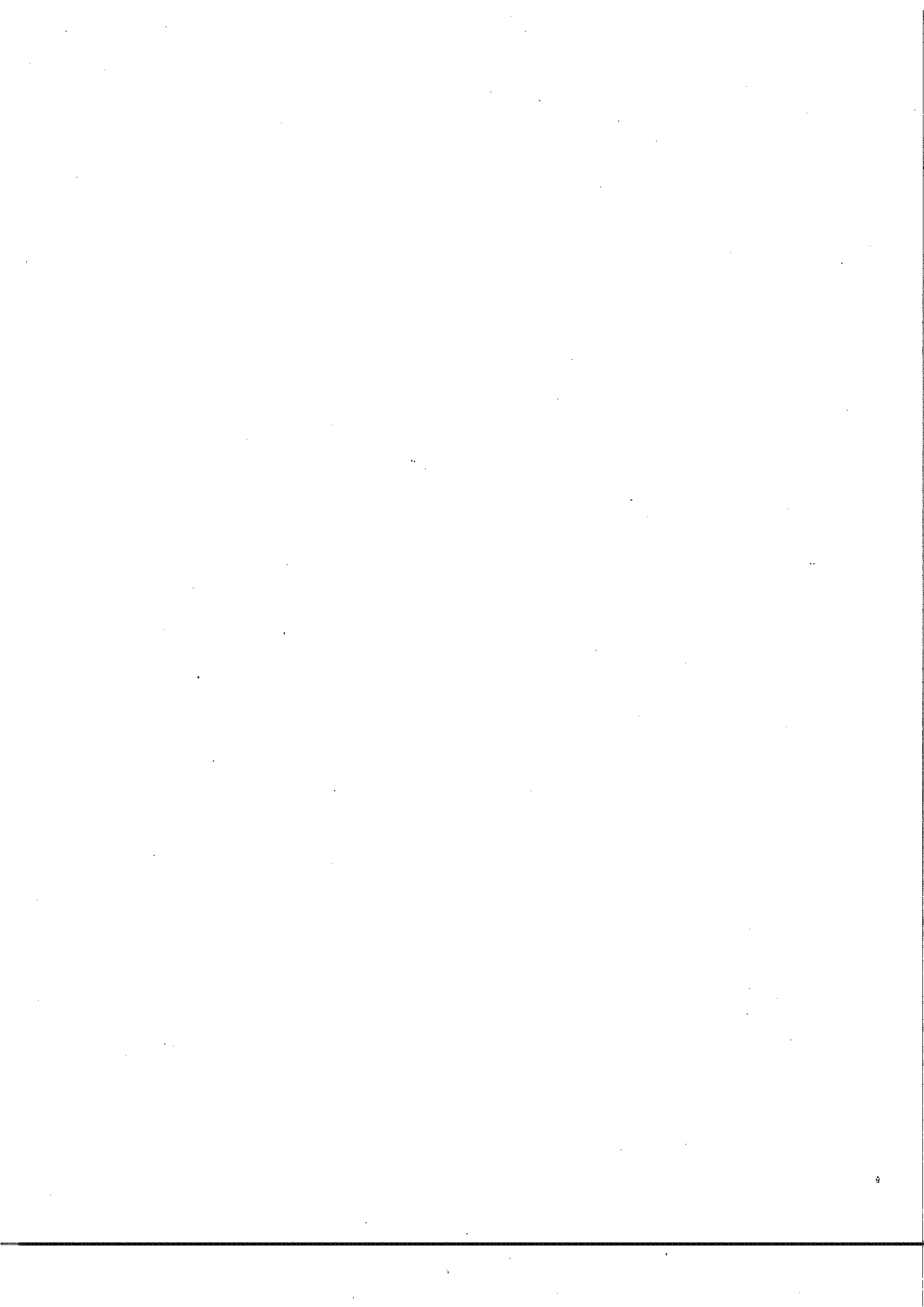
*“Improve accuracy, efficiency, fairness and accessibility
to the unemployment benefit system.”*



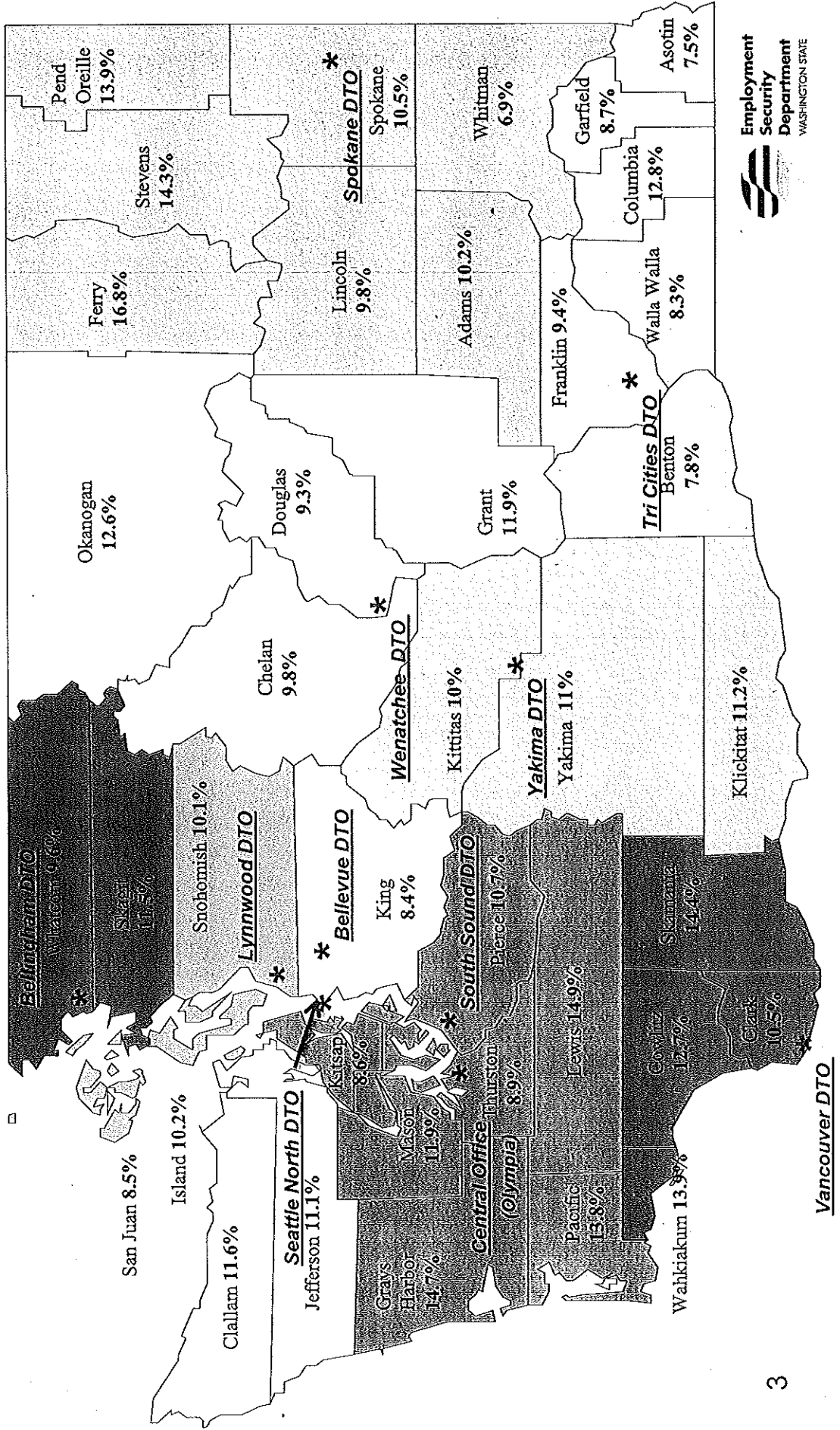
Success with Focused Audits in Washington State

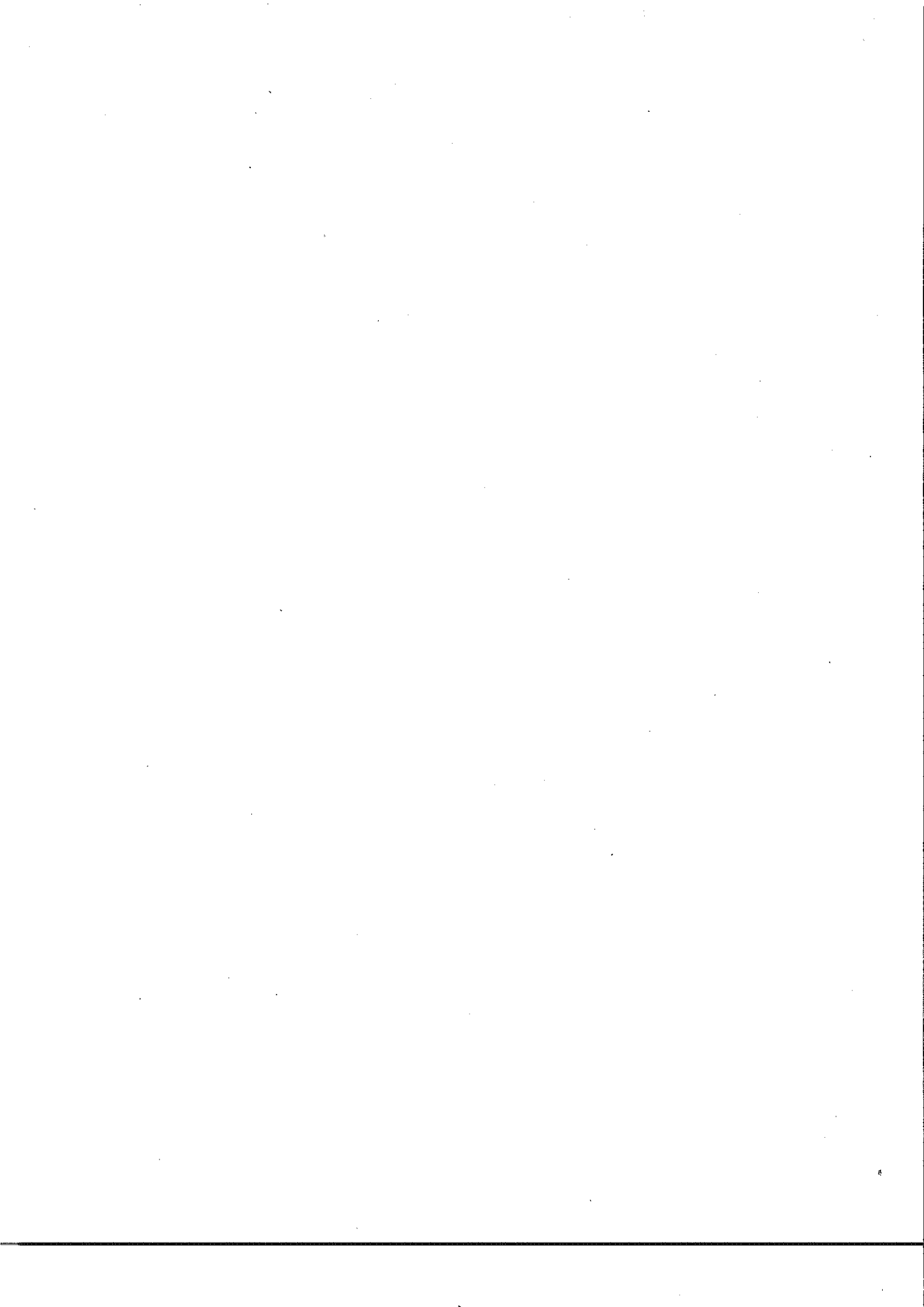
Presentation Roadmap

- Overview of Washington State Employment Security Department – Tax & Wage Administration
- Origins of Focused Audit Program
- Focused Audit Selection & Focused Audit Types
- Focused Industry Audits
- Underground Economy Audits
- Significant Gains
- Challenges
- Focused Audit Program - Future



Success with Focused Audits in Washington State





Success with Focused Audits in Washington State

Origins of Focused Audit Program

Legislative Task Force on Underground Economy (UE)

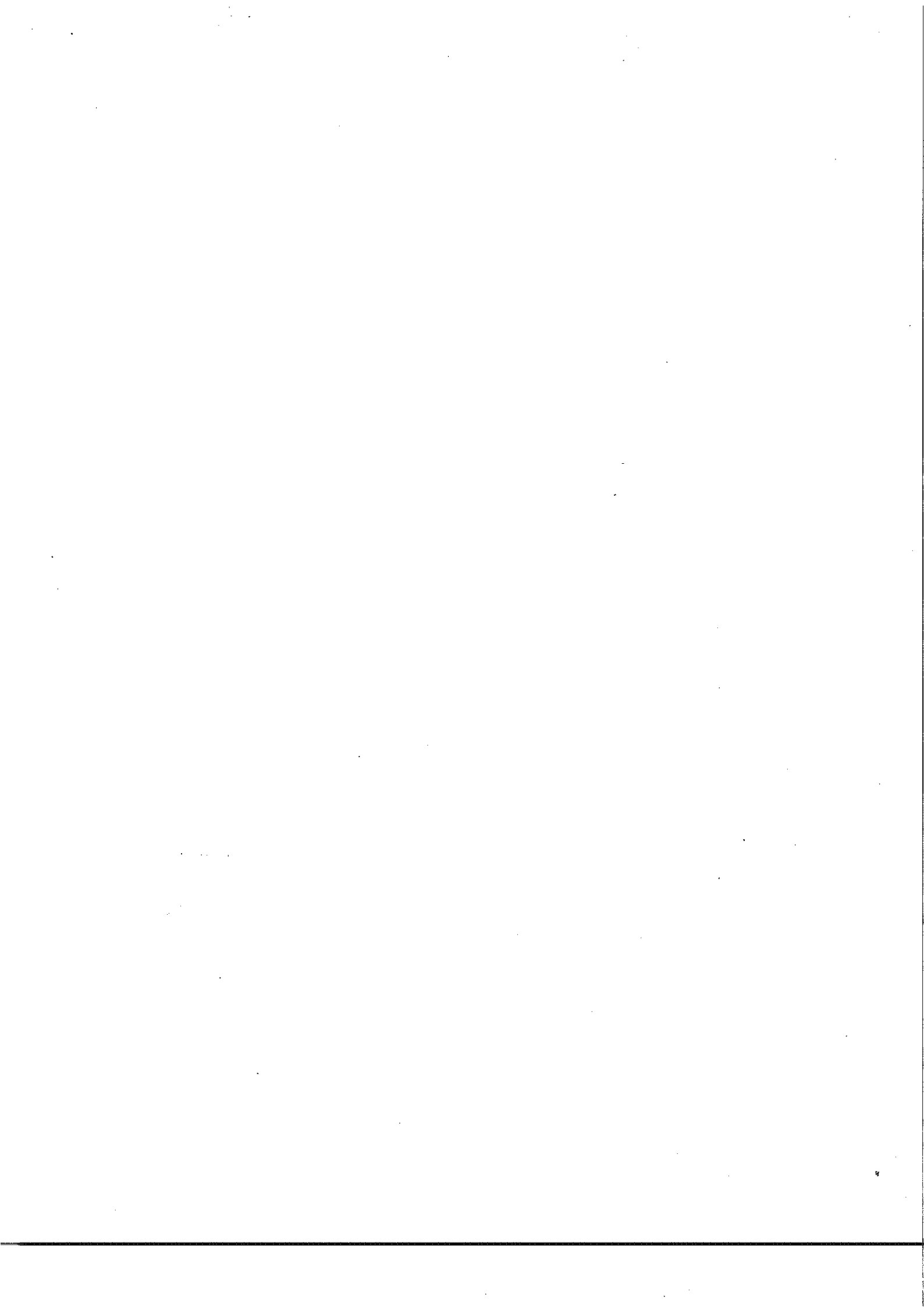
- Formed by Governor Gregoire in July 2006 to address businesses not playing by the rules.
- Resulted in two continuing initiatives:
 1. Cross-Agency Referral Committee
 - State agency data sharing agreements
 - Local tax office cooperation
 - Phone, mail and e-mail tip opportunities
 - Public Service Announcements
 - Referrals from audited firms
 2. Cross-Agency Audit Training



Success with Focused Audits in Washington State

Focused Audit Selection

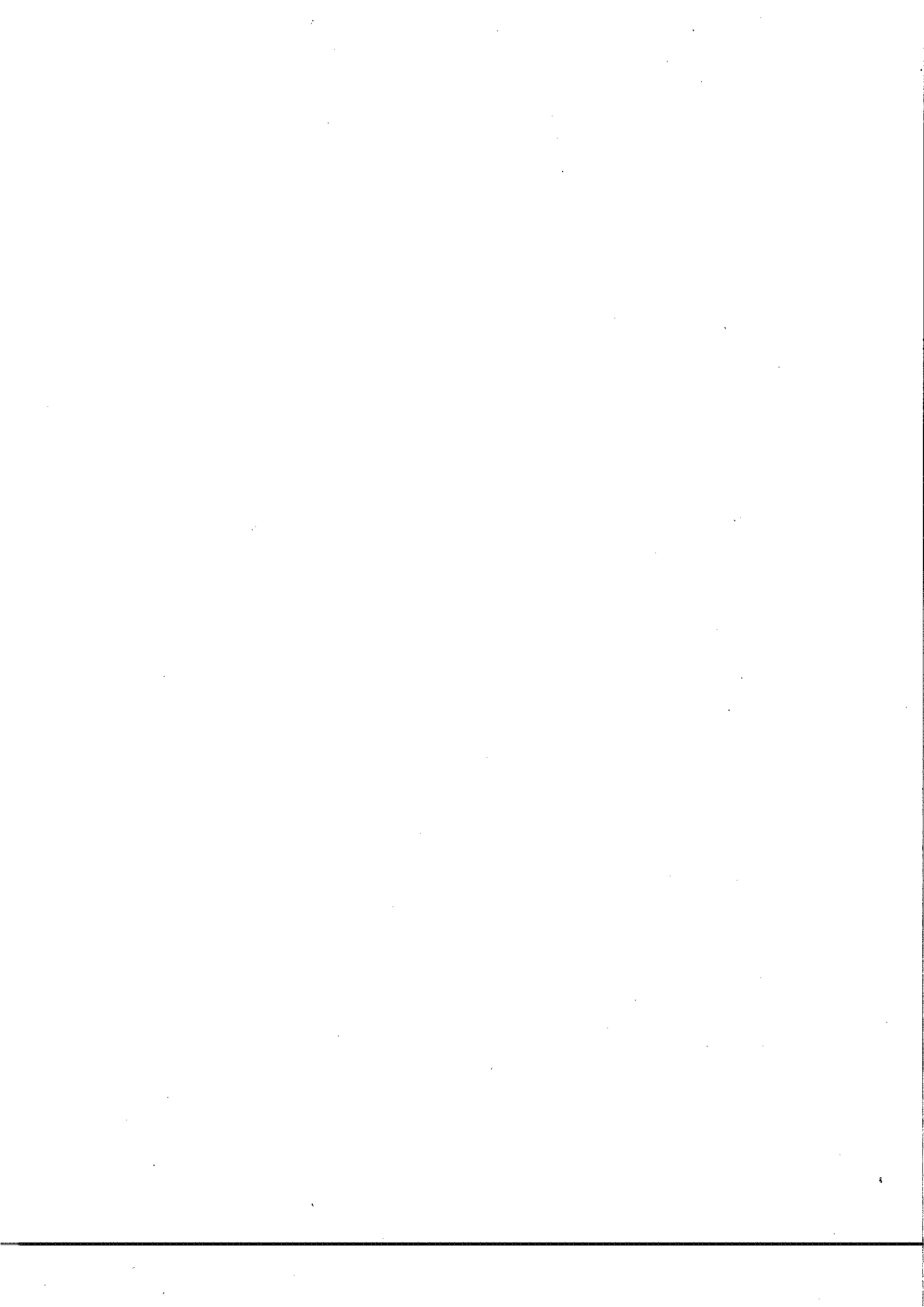
- 1. Utilize subject matter expertise**
- 2. Collect data**
- 3. Track audit results based on audit assignment type**
- 4. Identify industry specific compliance and reporting issues**
- 5. Emphasize and support Underground Economy audits**



Success with Focused Audits in Washington State

Focused Audit Types and Distribution (as of 4th Quarter 2008)





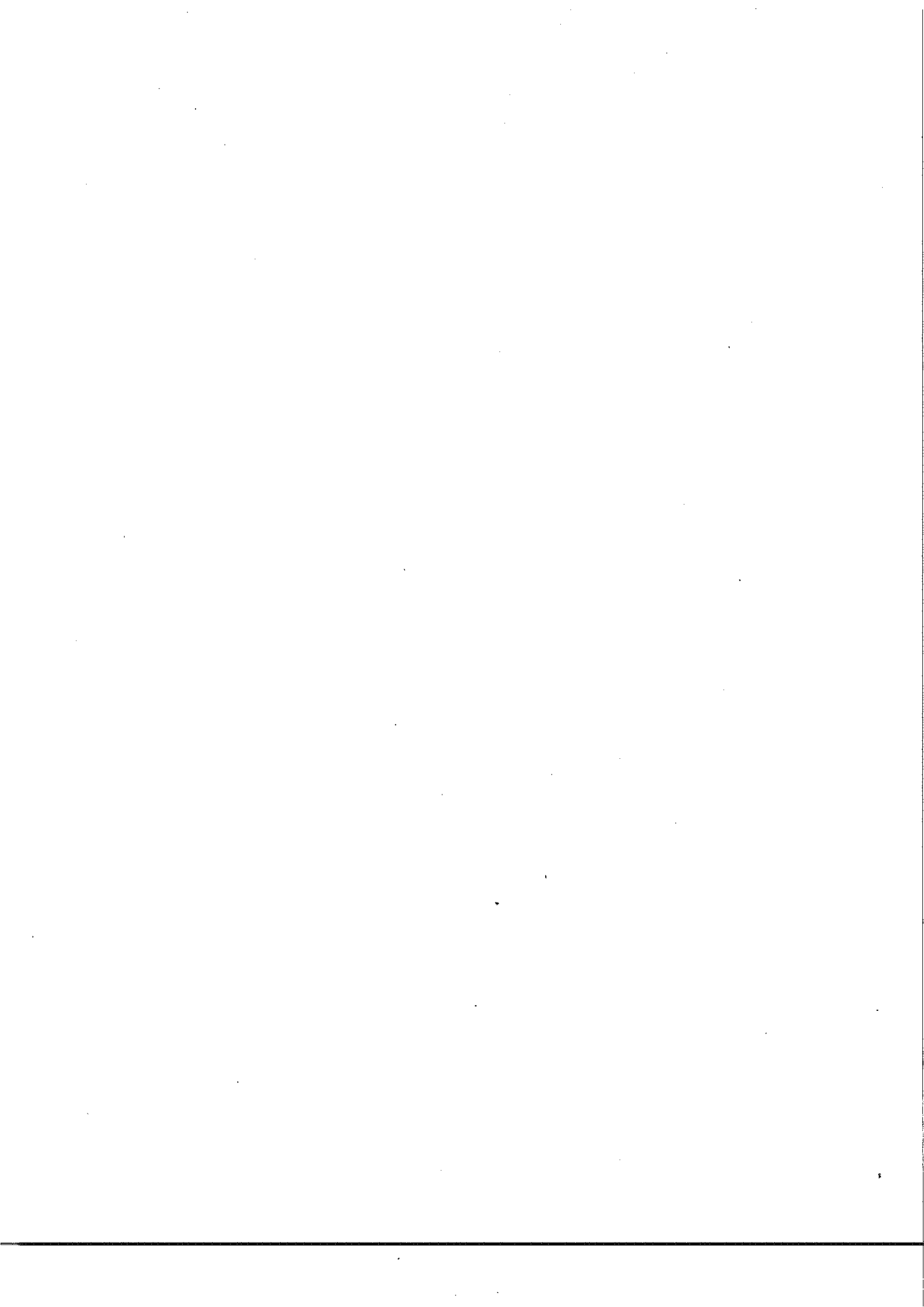
Success with Focused Audits in Washington State

Audit Type	Total Audits	Total Chg Audits	New Employees Found	Audits with New Employees Found	Taxes Found	Audits with Taxes Found	TaxCredits	Audits with Tax Credits	Audits Assigned During Period
1099	51	28	36	15	\$6,918.05	18	-\$4,170.35	7	162
Blocked Benefit	68	49	60	24	\$14,075.93	41	-\$1,726.76	8	174
DOR	29	15	19	7	\$1,879.52	14	-\$5.55	1	35
Follow-up	8	7	5	3	\$2,311.61	5	-\$1,548.02	1	16
Industry	656	318	615	161	\$50,940.71	239	-\$24,745.27	58	717
L&I	17	9	30	6	\$1,084.31	6	-\$188.09	3	68
Leads & Tips	2	2	5	2	\$557.03	2	\$0.00	0	0
Request	30	14	12	5	\$9,429.23	12	-\$128.85	1	69
non-Random Total	861	442	782	223	\$87,196.39	337	-\$32,512.89	79	1241
Random Audits	117	54	83	28	\$5,185.11	43	-\$3,199.80	7	266
UndergroundEcon	46	45	467	44	\$375,013.93	44	-\$15.41	1	25
Voluntary	1	1	1	1	\$104.79	1	\$0.00	0	0
TOTALS	1025	542	1333	296	\$467,500.22	425	-\$35,728.10	87	1532

Audit Type	Total Audits	% Change Audits	All Audits, Average Employees Found	Change Audits, Avg Employees Found	All Audits, Avg Taxes Found	Change Audits Avg Tax Found	Average Tax Credit	% of Change Audits w/Credit	% of All Audits w/Credit
1099	51	55%	0.7	2.4	\$135.64	\$384.34	\$596.76	25%	14%
Blocked Benefit	68	72%	0.88	2.5	\$206.99	\$343.32	\$215.84	16%	12%
DOR	29	52%	0.65	2.7	\$64.81	\$134.25	\$5.55	6%	3%
Follow-up	8	87.50%	0.62	1.66	\$288.95	\$462.32	\$1,548.02	14%	12%
Industry	656	48%	0.94	3.82	\$77.65	\$213.14	\$426.64	18%	9%
L&I	17	53%	1.76	5	\$63.78	\$180.72	\$62.70	33%	18%
Leads & Tips	2	100%	2.5	2.5	\$278.51	\$278.51	\$0.00	0%	0%
Request	30	46%	0.4	2.4	\$282.88	\$785.77	\$128.85	7%	3%
non-Random Total	861	51%	0.9	3.51	\$101.27	\$258.74	\$411.55	18%	9%
Random Audits	117	46%	0.71	2.96	\$44.31	\$120.58	\$457.11	13%	6%
UndergroundEcon	46	98%	10.15	10.61	\$8,152.48	\$8,523.04	\$15.41	2%	2%
Voluntary	1	100%	1	1	\$104.79	\$104.79	\$0.00	0%	0%
TOTALS	1025	52.88%	1.3	4.5	\$456.10	\$1,100	\$410.66	16%	8%

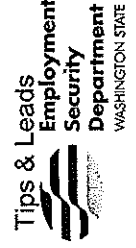
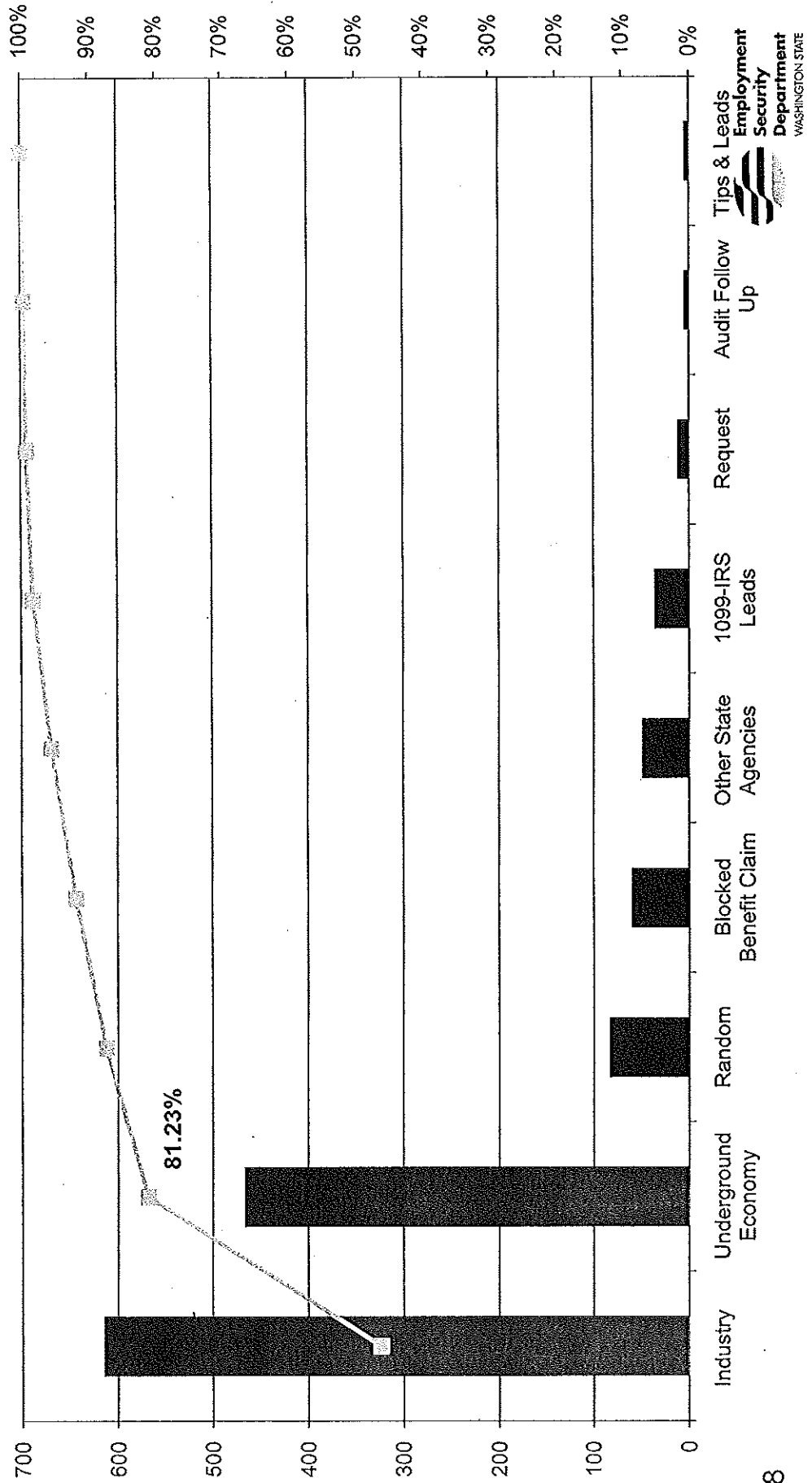


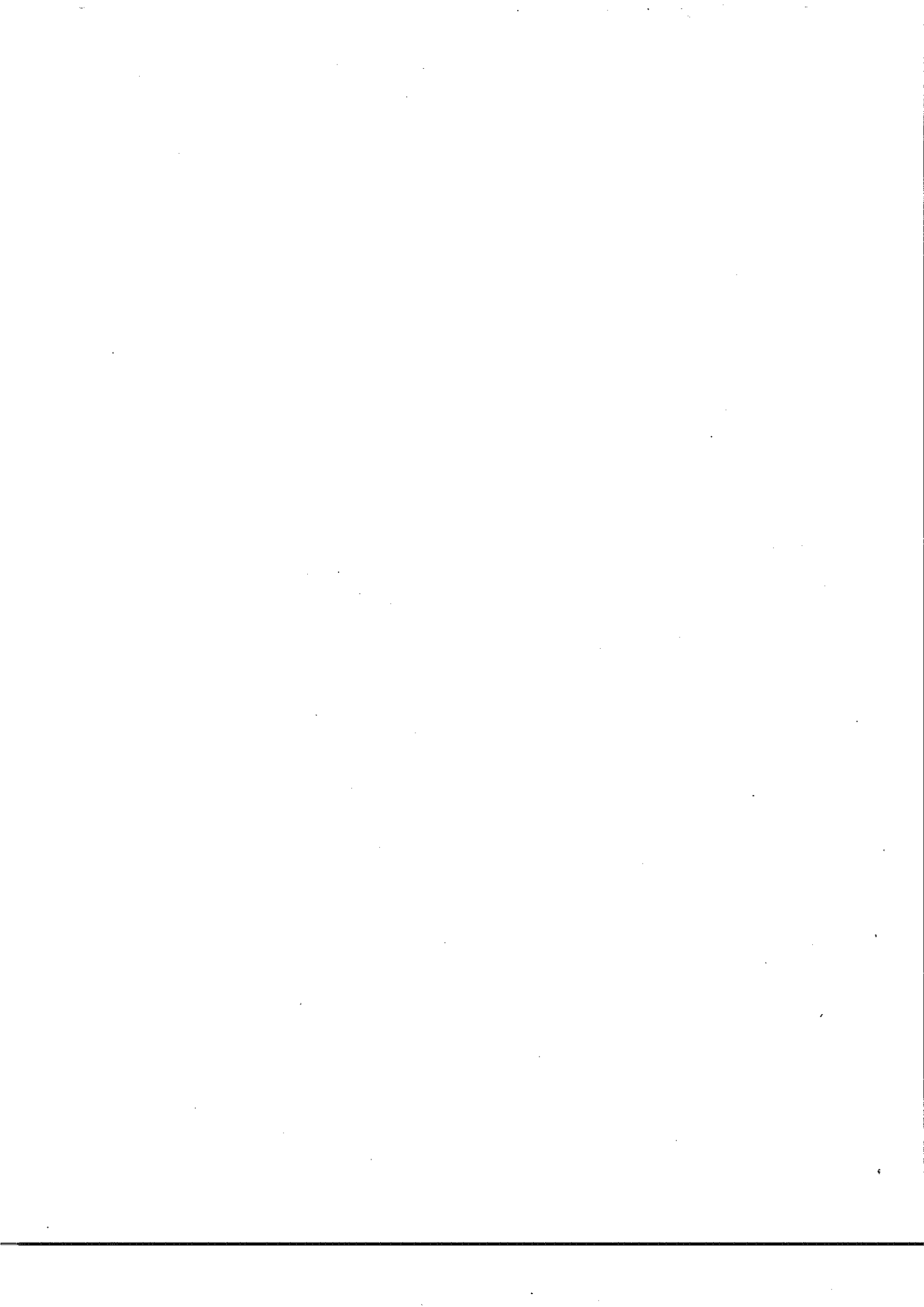
7 Data Collection From Audits Assigned by Category



Success with Focused Audits in Washington State

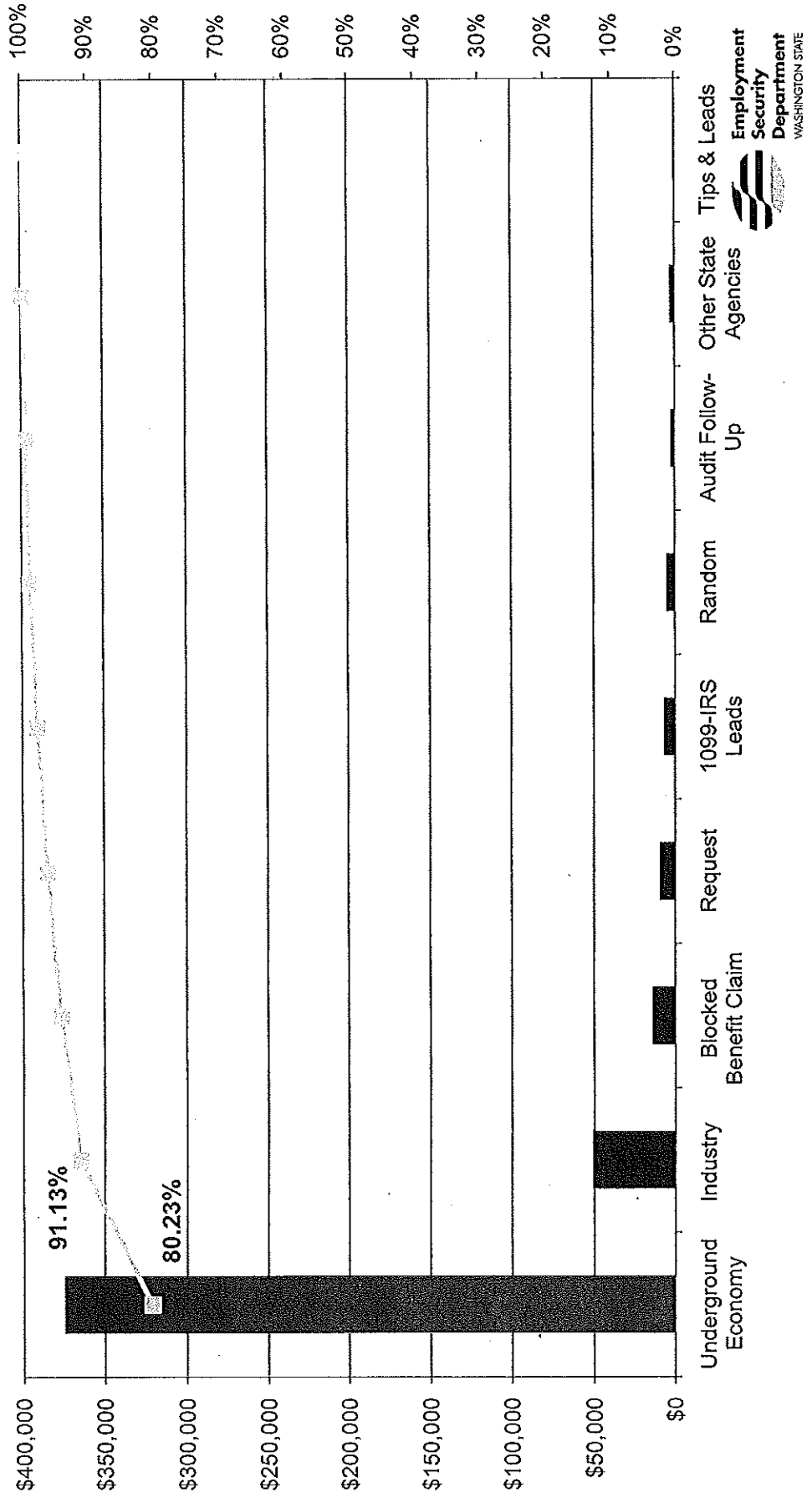
Number of Employees Discovered

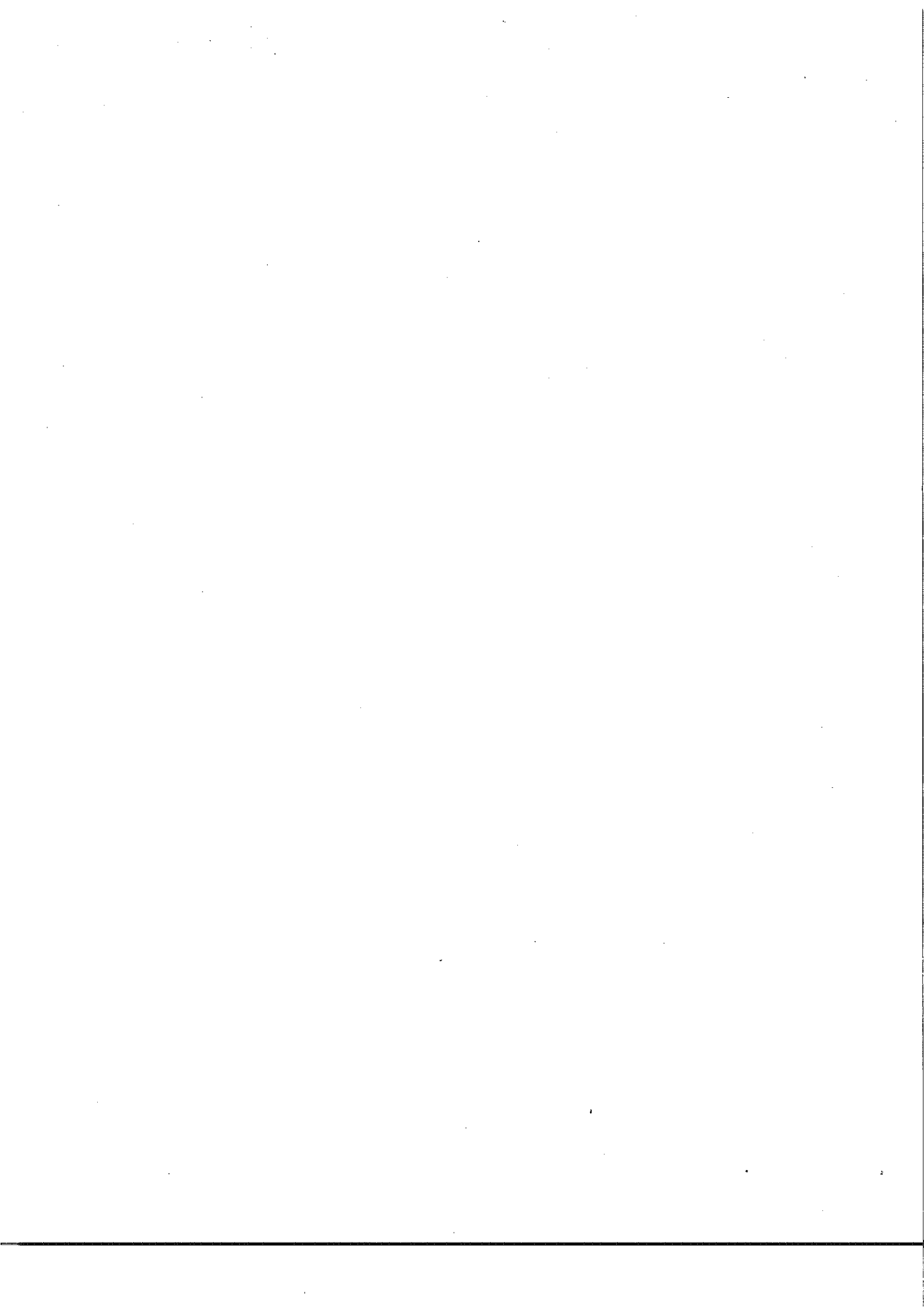




Success with Focused Audits in Washington State

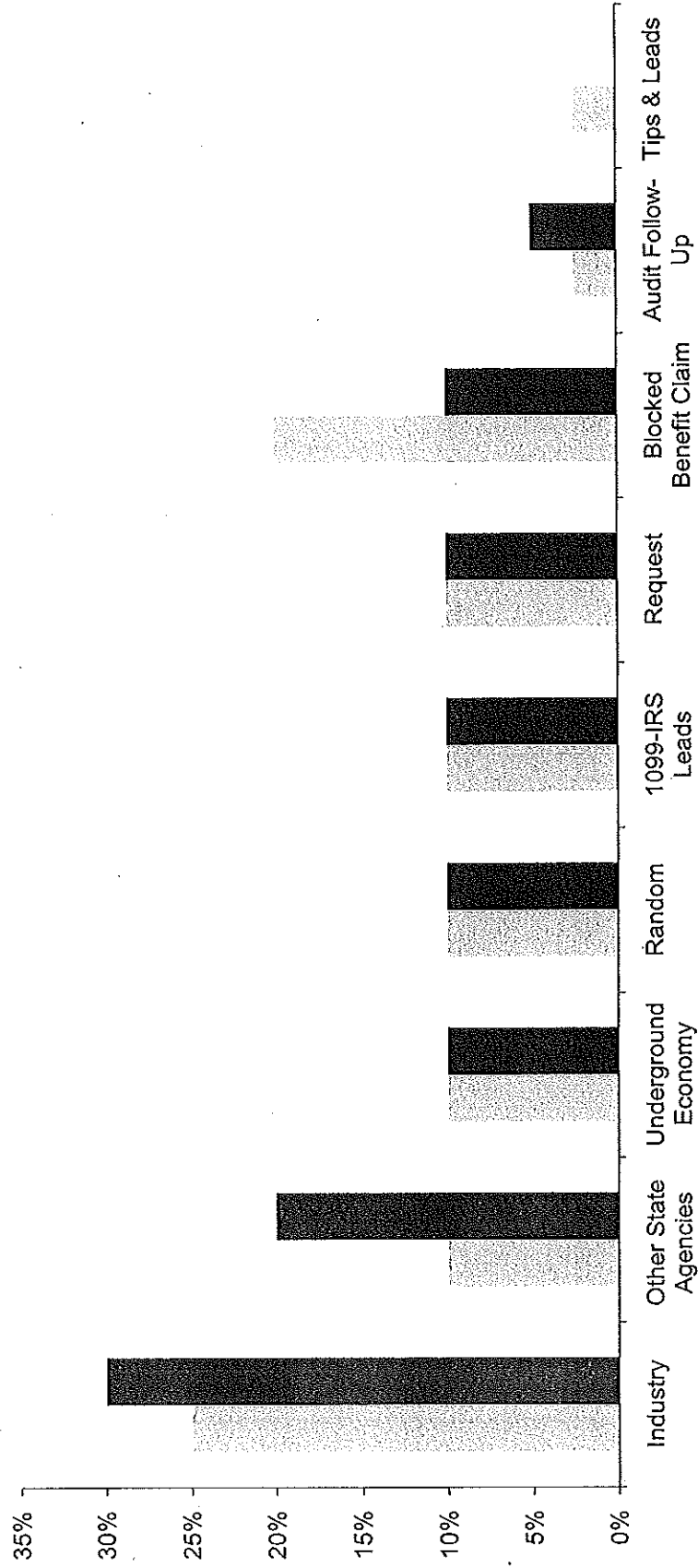
Amount of Taxes Discovered



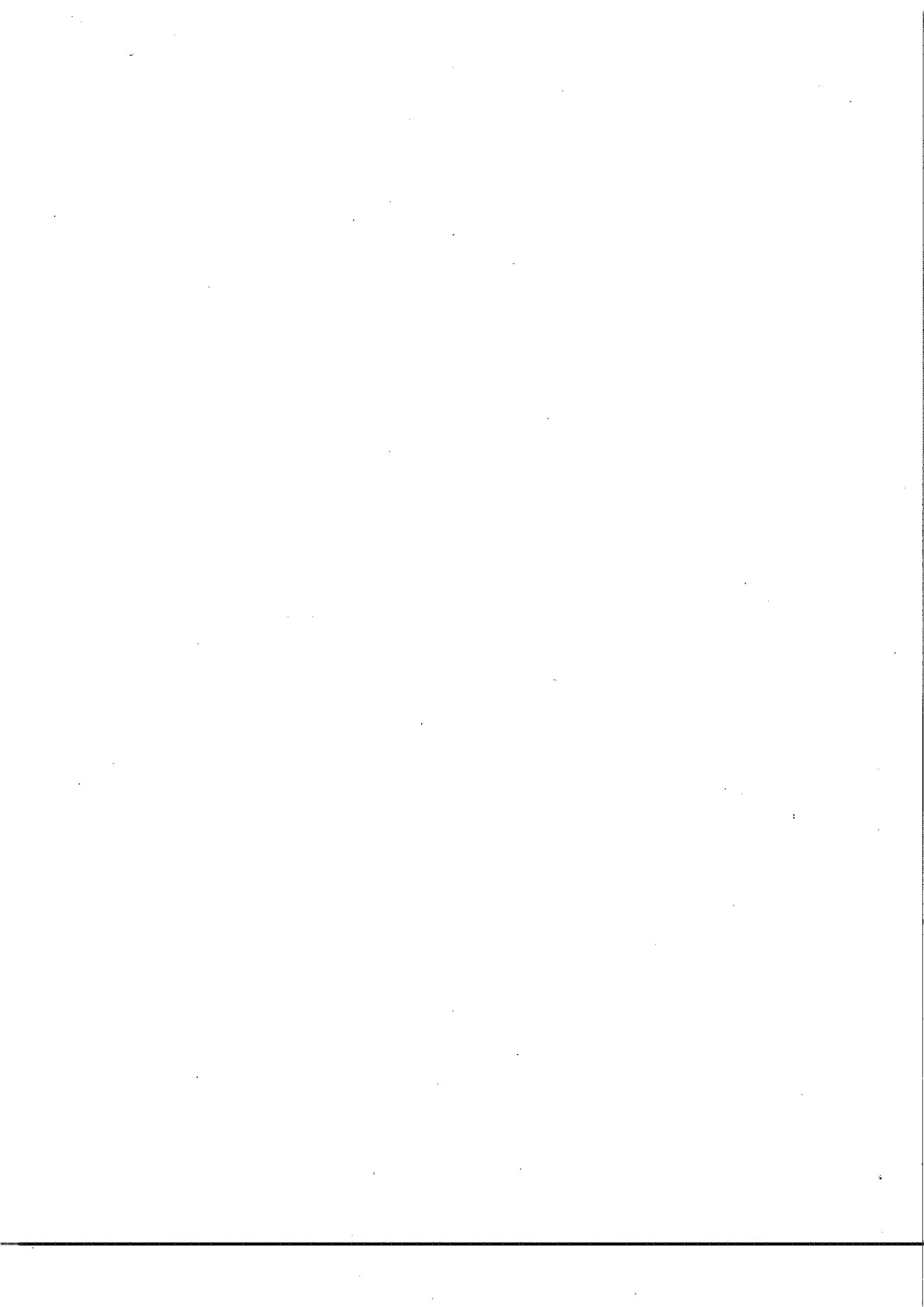


Success with Focused Audits in Washington State

Original vs. Current Audit Assignment Distribution
(4th Quarter 2008 vs. 1st Quarter 2011)



Original ■ Current

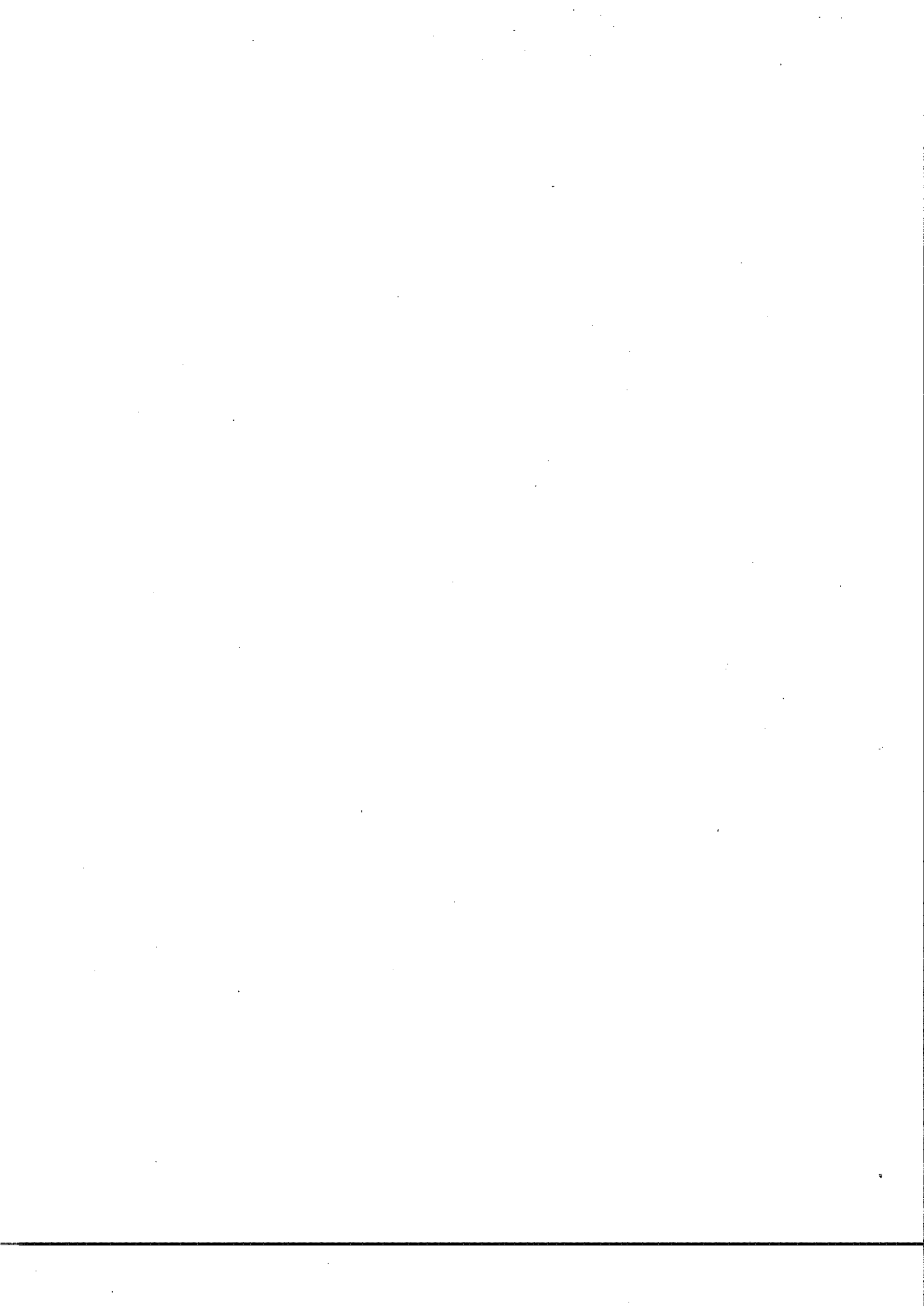


Success with Focused Audits in Washington State

Focused Industry Audits

We asked our District Tax Office Administrators to draw from their experiences:

- 1. Which industry audits result in identifying the most misclassified employees?**
- 2. Which industry audits result in discovering the most taxes?**



Success with Focused Audits in Washington State

Original Focused Industries

Identifying Misclassified Employees

Day Care Centers

Tile Setters

Adult Family Homes

Fitness Clubs

Metal Fabrication

Gymnastic Instruction/Schools

Restaurants

Recovering Unpaid Taxes

Construction

Excavating

Agricultural

Janitorial

Car Dealerships

Carpet Layers

Moving Services



Success with Focused Audits in Washington State

More Effective Industry Audit Selection

After collecting five months of audit outcome data we felt confident in running a proof of concept test of our industry assumptions.

In 2008, these six industries were selected for assignment of a minimum of 10 audits each month for three months.

Identifying Misclassified Employees

Farming

Florists

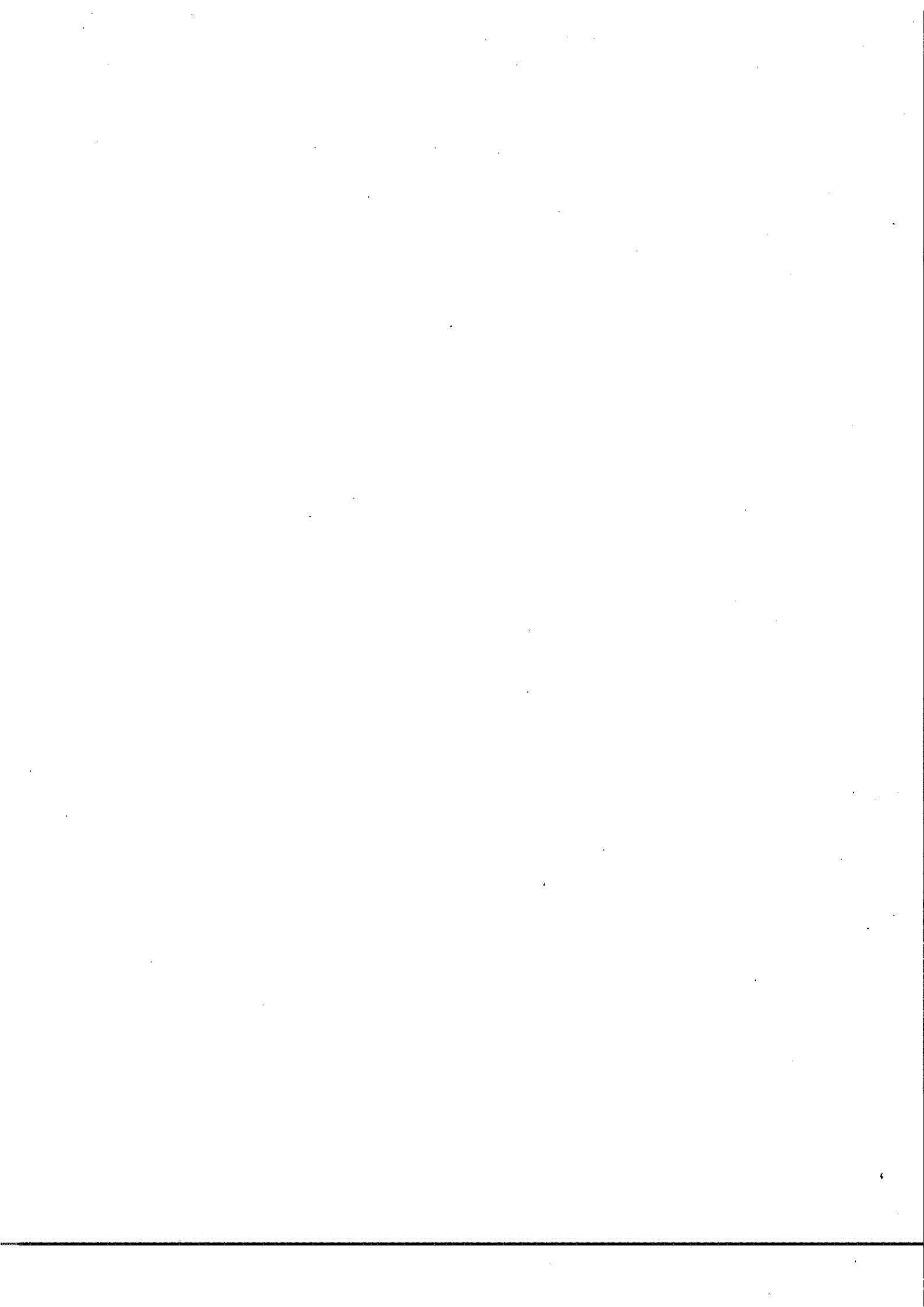
Advertising

Discovering Unpaid Taxes

Business Support Services

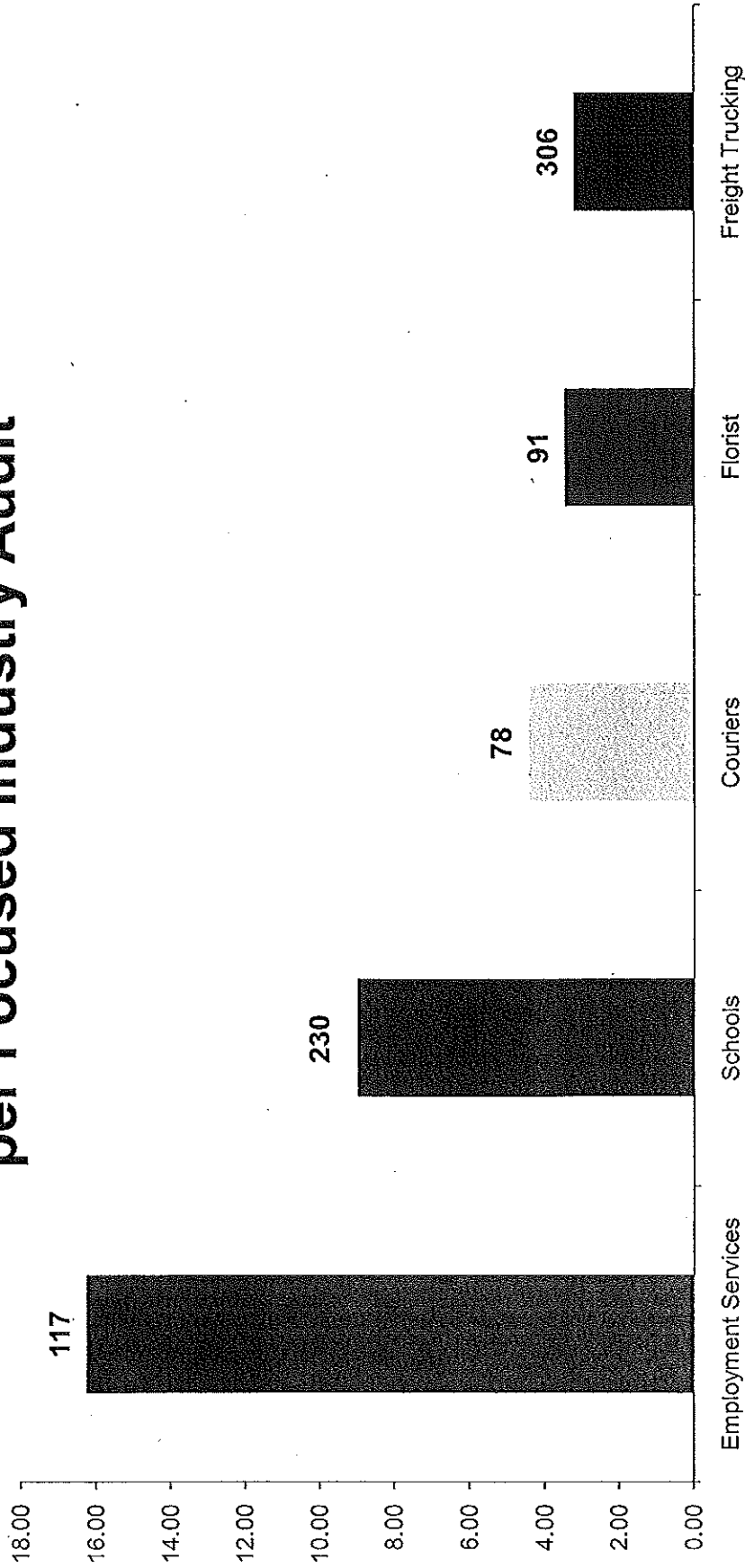
Employment Services

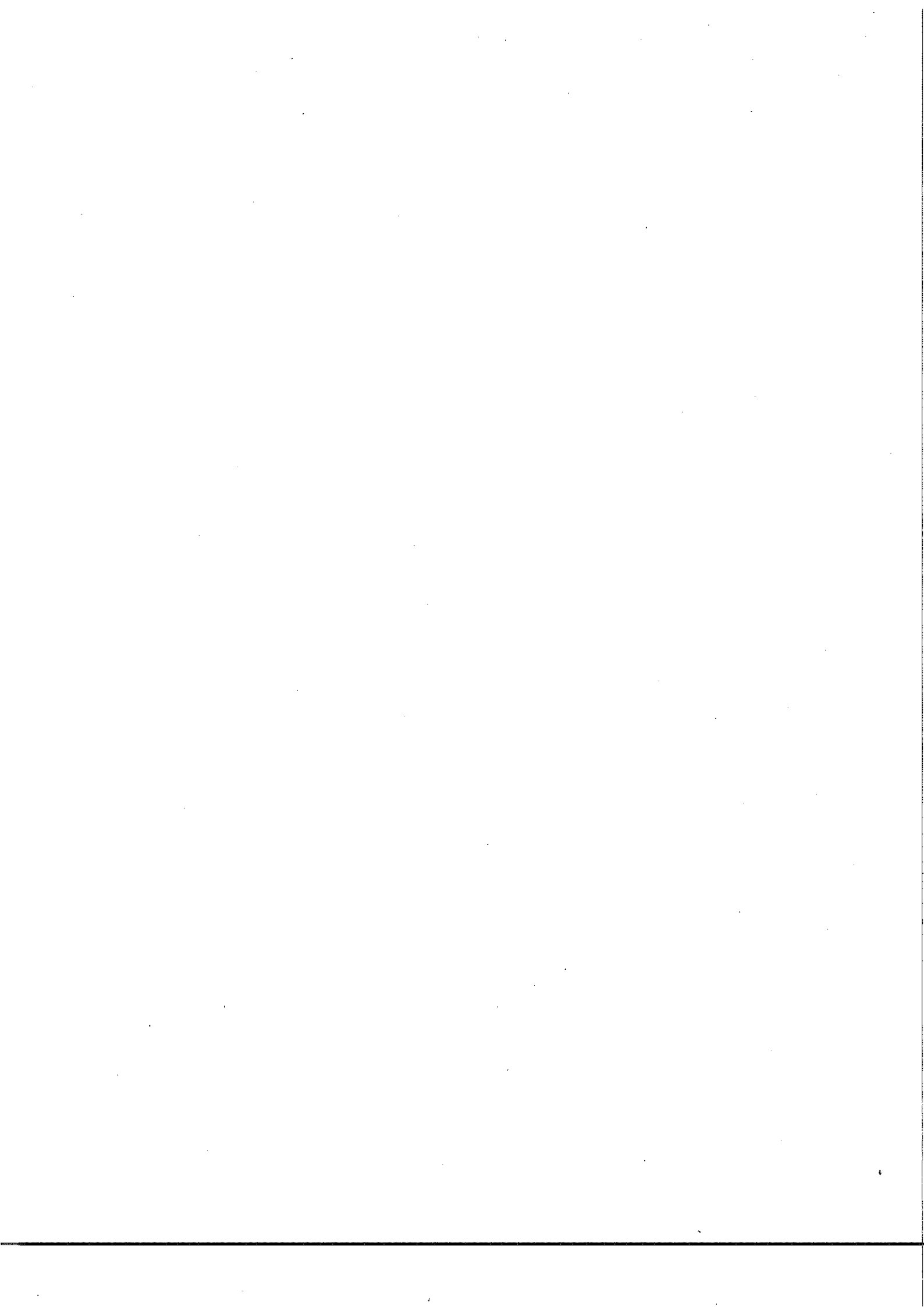
Freight Trucking



Success with Focused Audits in Washington State

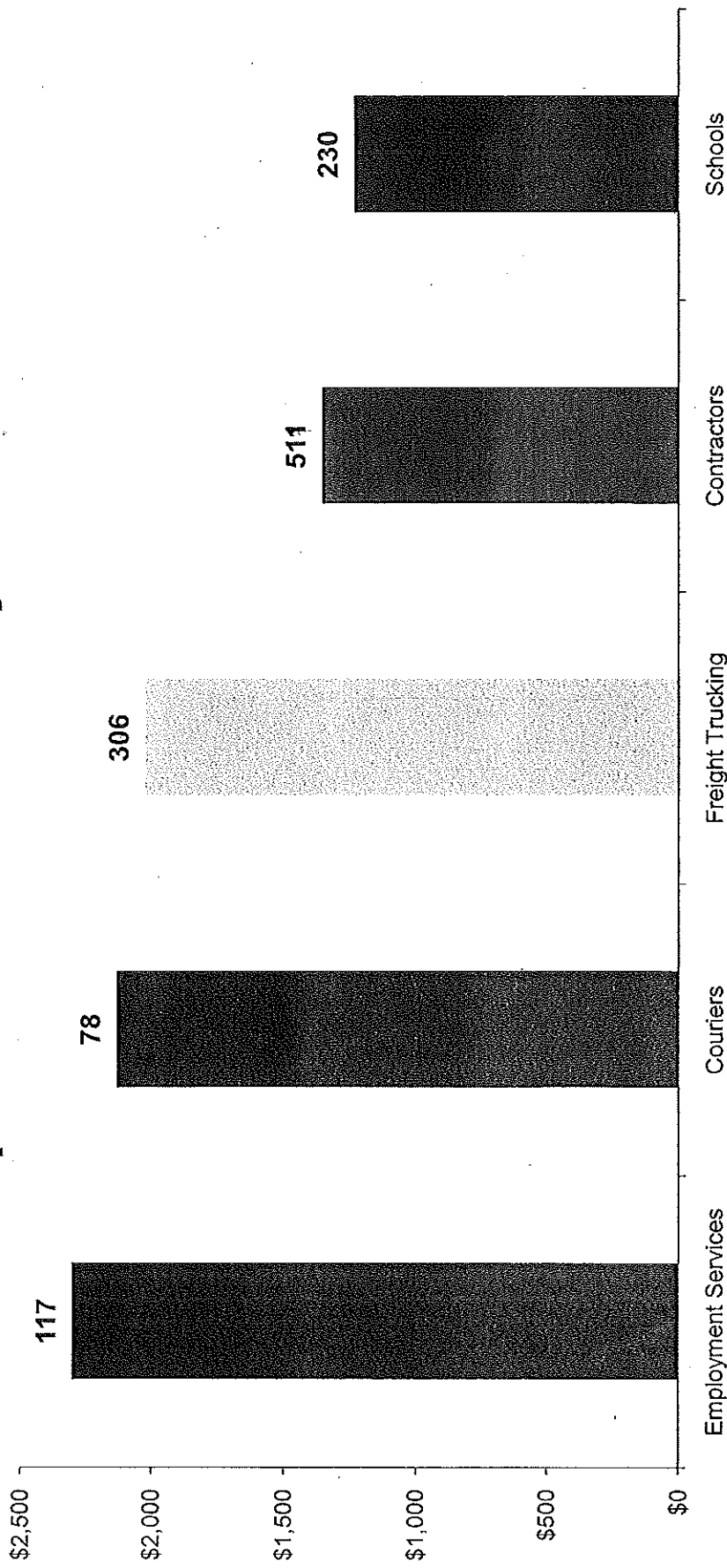
Average Number of Misclassified Employees Identified per Focused Industry Audit

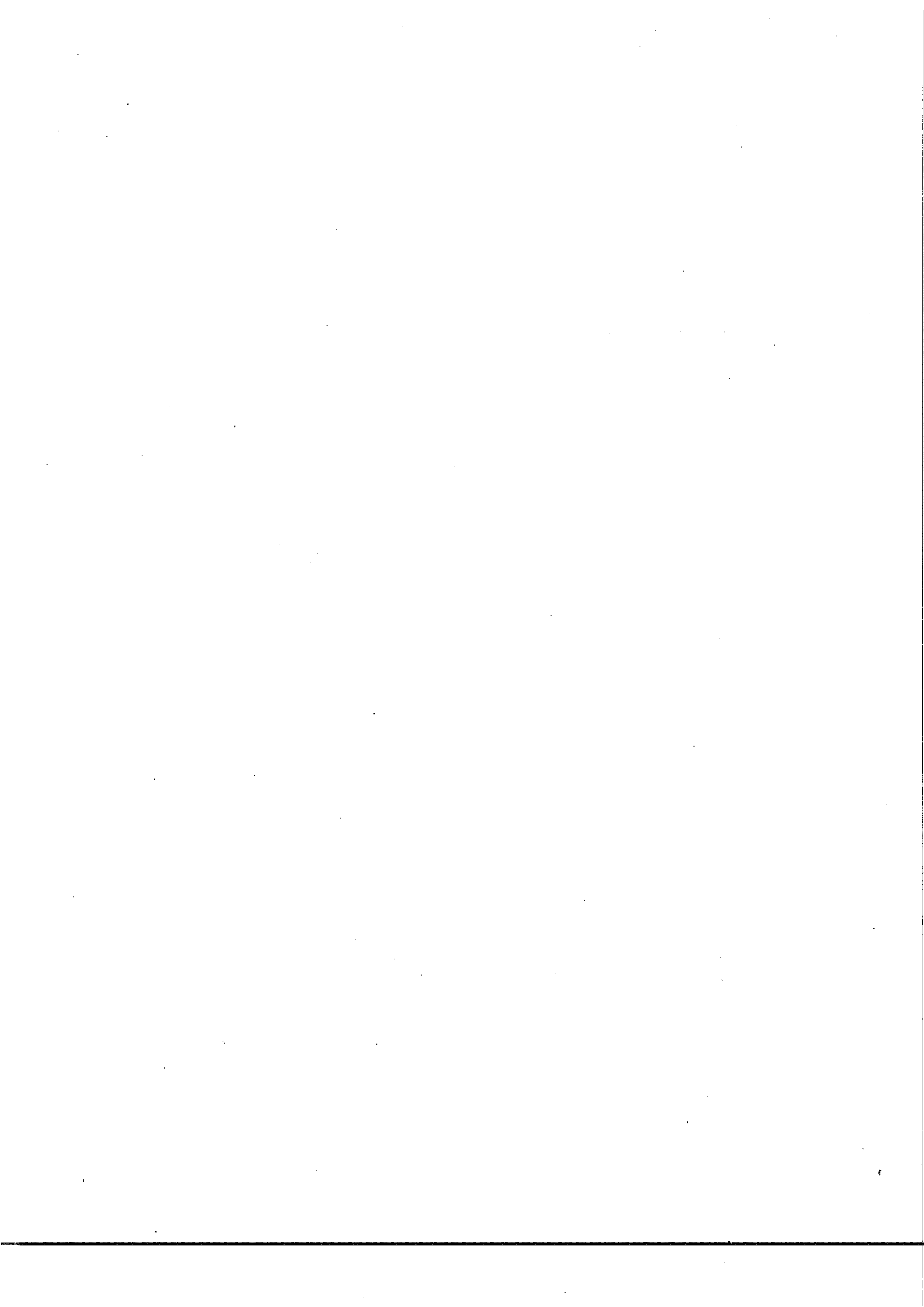




Success with Focused Audits in Washington State

Average Unpaid Taxes Discovered per Focused Industry Audit





Success with Focused Audits in Washington State

Underground Economy Audits

Goals

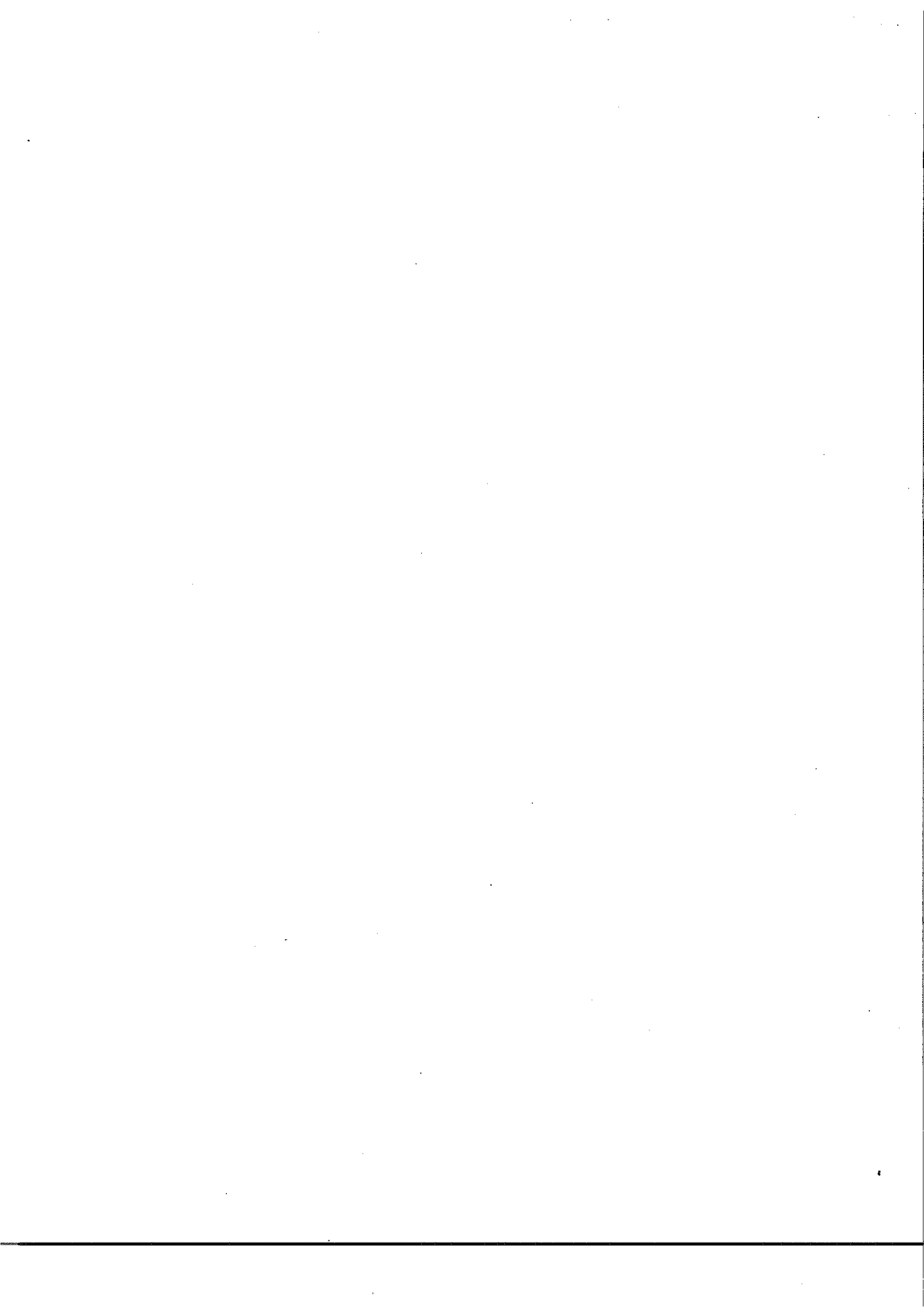
- Bring identified businesses into compliance.
- Communicate Washington State's intent that all businesses play by the rules.
- Help level the playing field for those businesses already in compliance.



Success with Focused Audits in Washington State

Underground Economy Audit Assignment

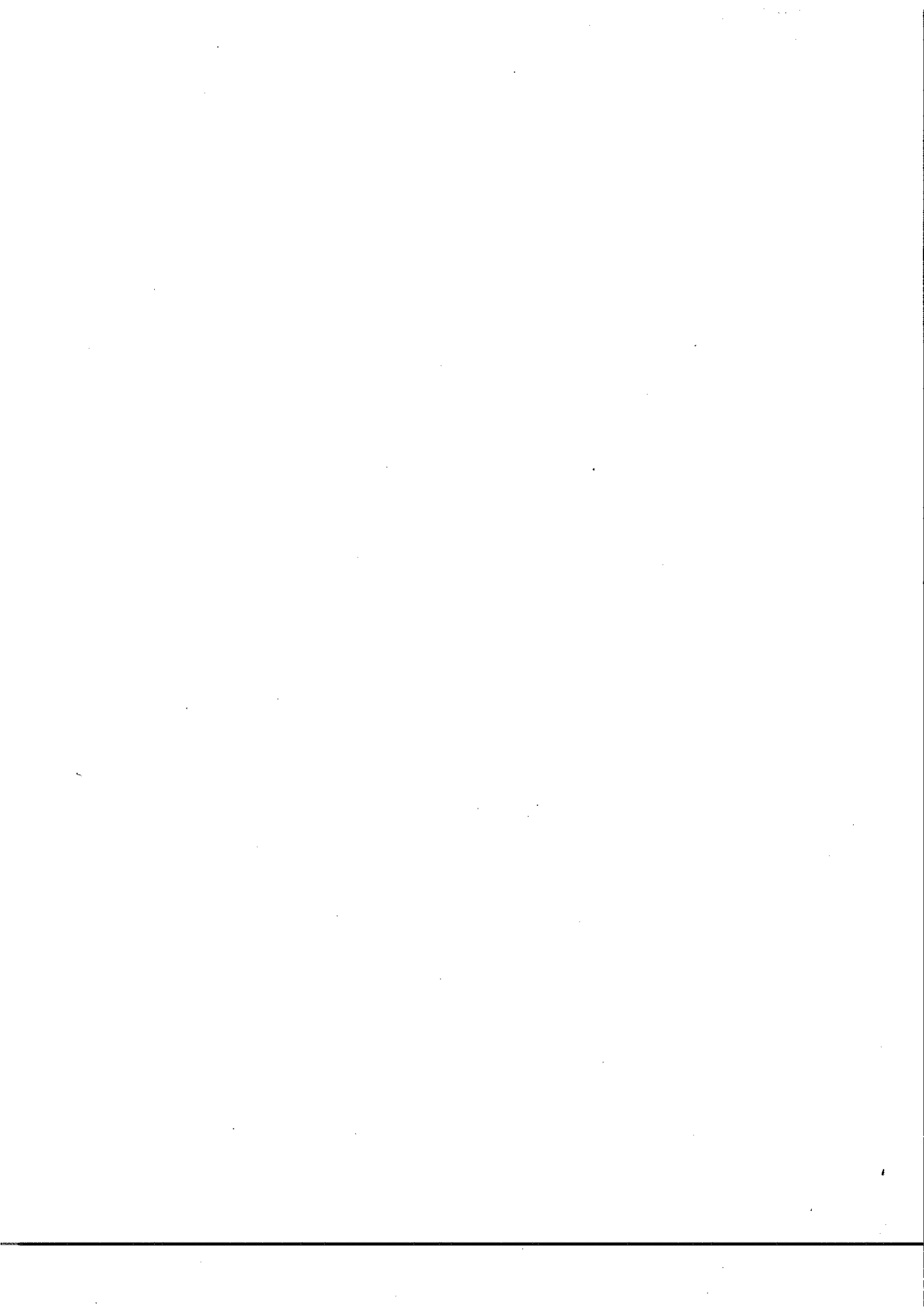
- Accounts that have been unregistered or inactive for one or more years
- These accounts are identified as a result of tips and leads, or because they have been selected by a Tax Specialist.
- They are assigned to Underground Economy Tax Specialists
- Underground Economy Tax Specialists receive additional Investigative Training



Success with Focused Audits in Washington State

Tax Discovery Audits

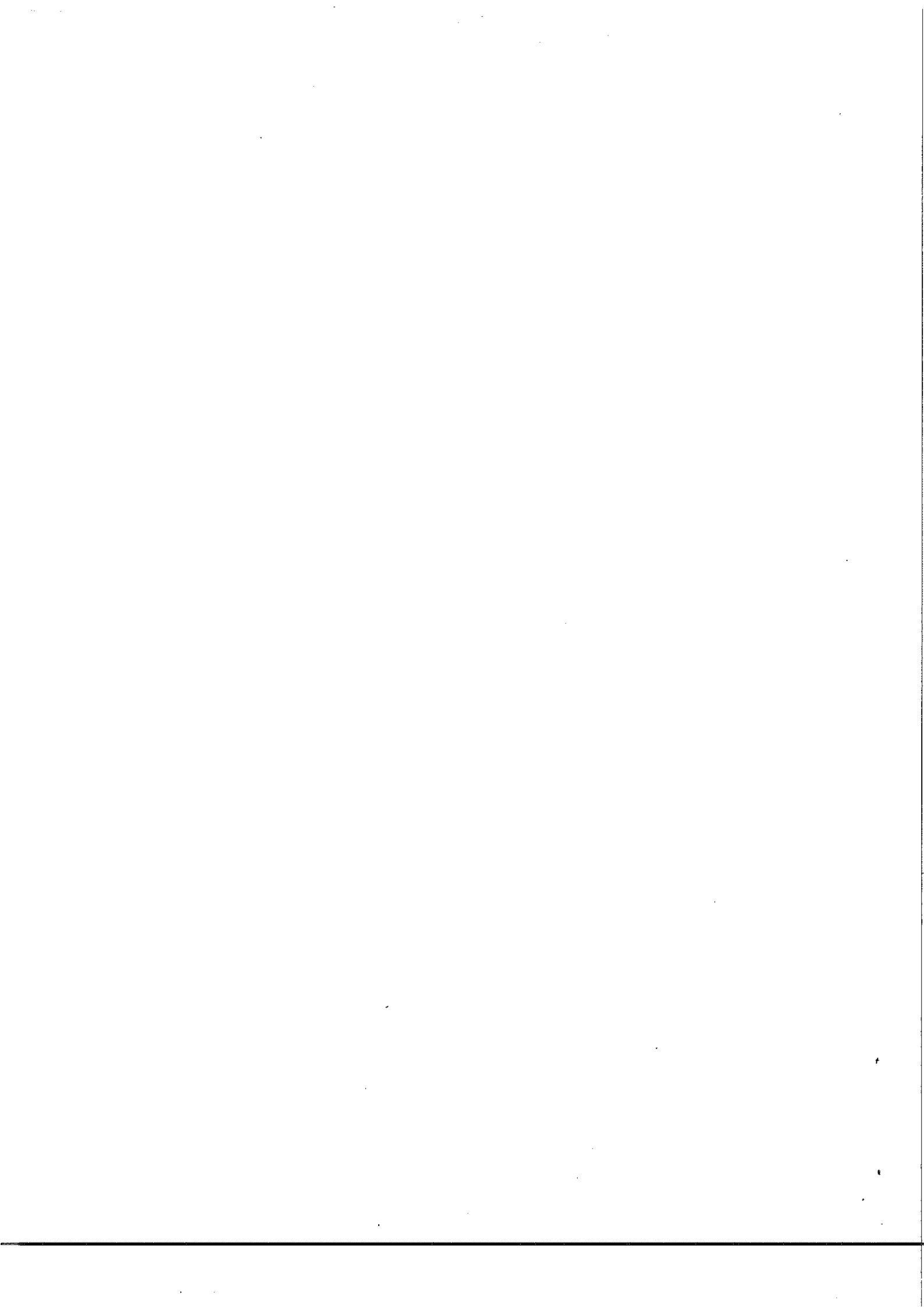
- Audits resulting in at least a 50% increase in identified employees and a minimum of a 100% increase in taxes
- Almost all Underground Economy Audits result in Tax Discovery Audits, because they were previously unregistered
- Any other audits with results meeting the Tax Discovery requirements are considered to be Underground Economy Audits.



Success with Focused Audits in Washington State

Top 5 Audits by Total Unpaid Taxes Discovered – 1st Qtr. 2011

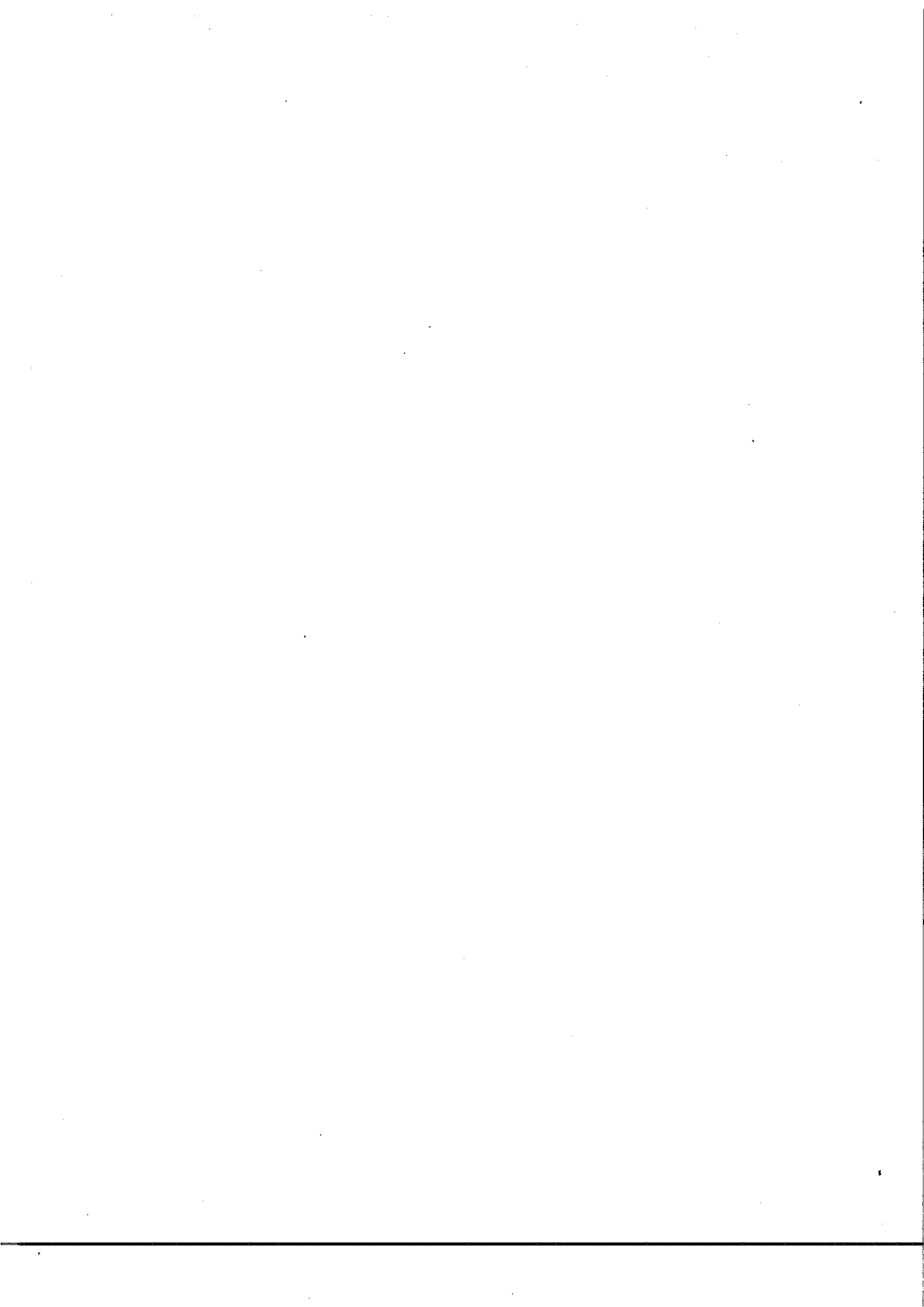
Industry	Findings	Audit Type	Total Additional Wages Found	New Employees Discovered	Additional Taxes Found	Tax Rate (%)	Payment Plan
Employment Services	Independent Contractors	UE	\$2,728,525	1669	\$192,272	7.09 (2010)	DPC (new).
Nail Salon	Independent Contractors	UE	\$513,055	31	\$25,437	1.66 (2006), 6.23 (2007), 6.23 (2008), 6.23 (2009), 7.09 (2010)	DPC.
Trucking	Independent Contractors	UE	\$400,930	12	\$20,642	1.59 (2007), 6.23 (2008), 6.23 (2009)	Collections actions being pursued
Nail Salon	Independent Contractors	UE	\$318,285	16	\$15,457	1.53 (2007), 6.23 (2008), 6.23 (2009), 7.09 (2010)	Collections actions being pursued
Transportation	Independent Contractors	UE	\$386,269	56	\$6,982	1.47 (2009), 2.15 (2010)	DPC.



Success with Focused Audits in Washington State

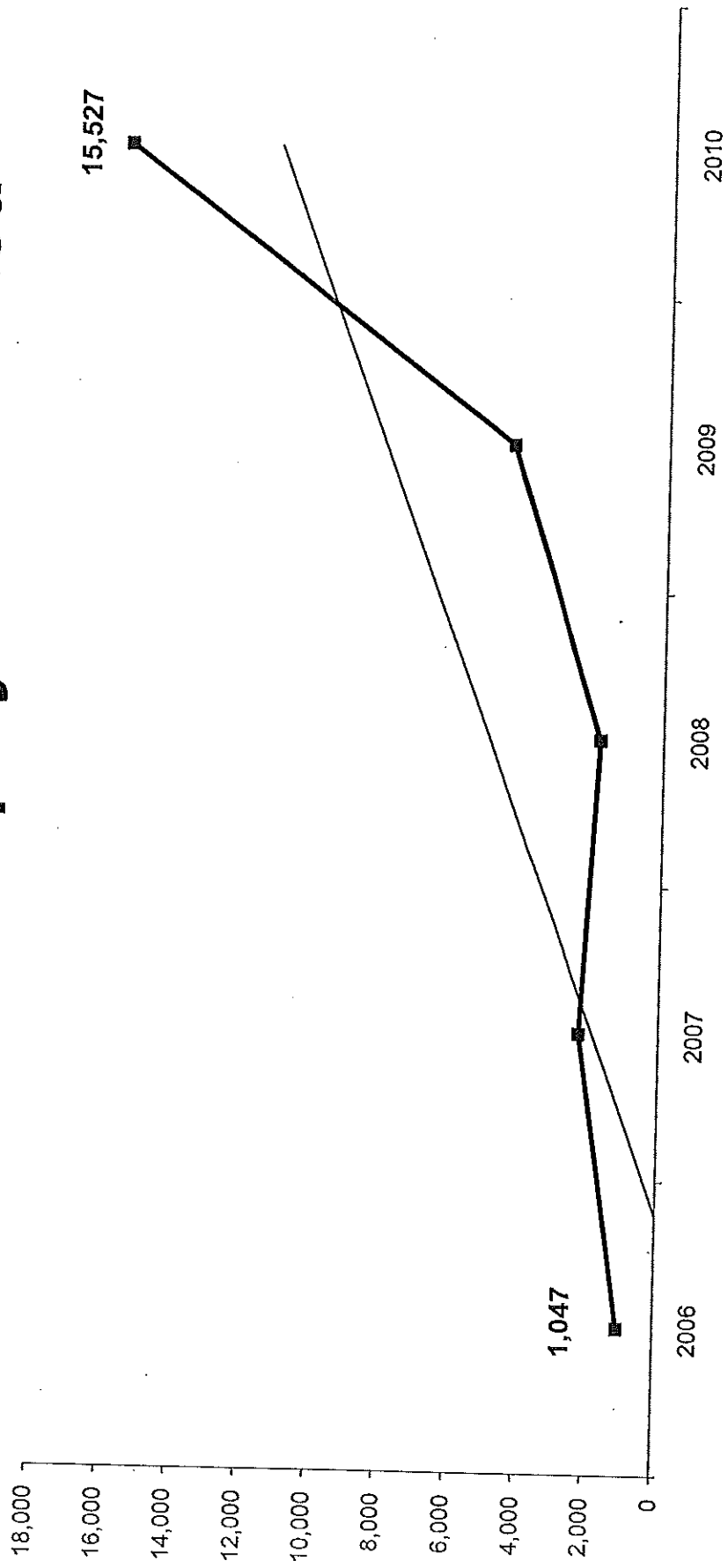
Significant Gains

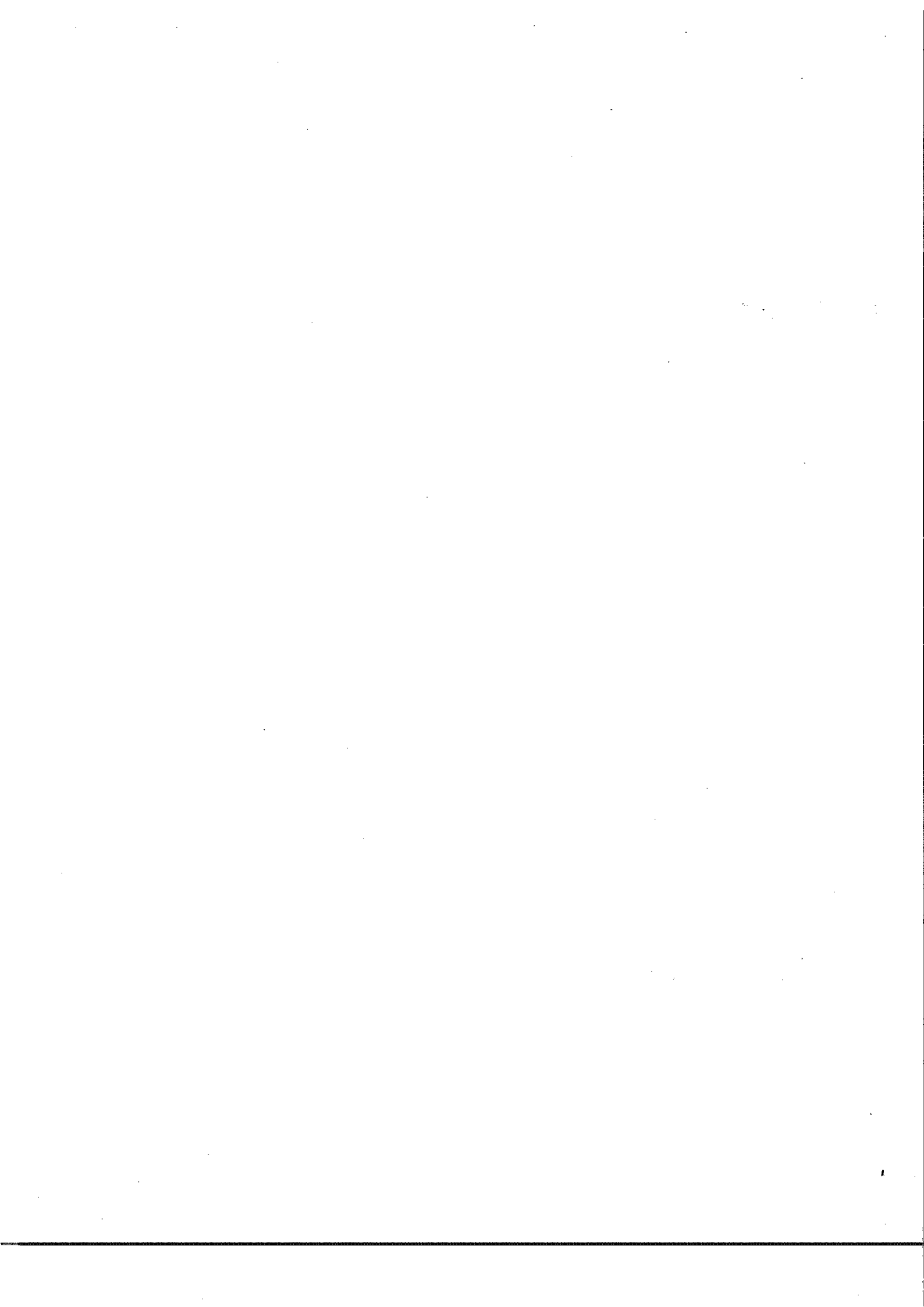
- **Identifying Misclassified Employees**
- **Discovering Unpaid Taxes**
- **Percentage of Change Audits**



Success with Focused Audits in Washington State

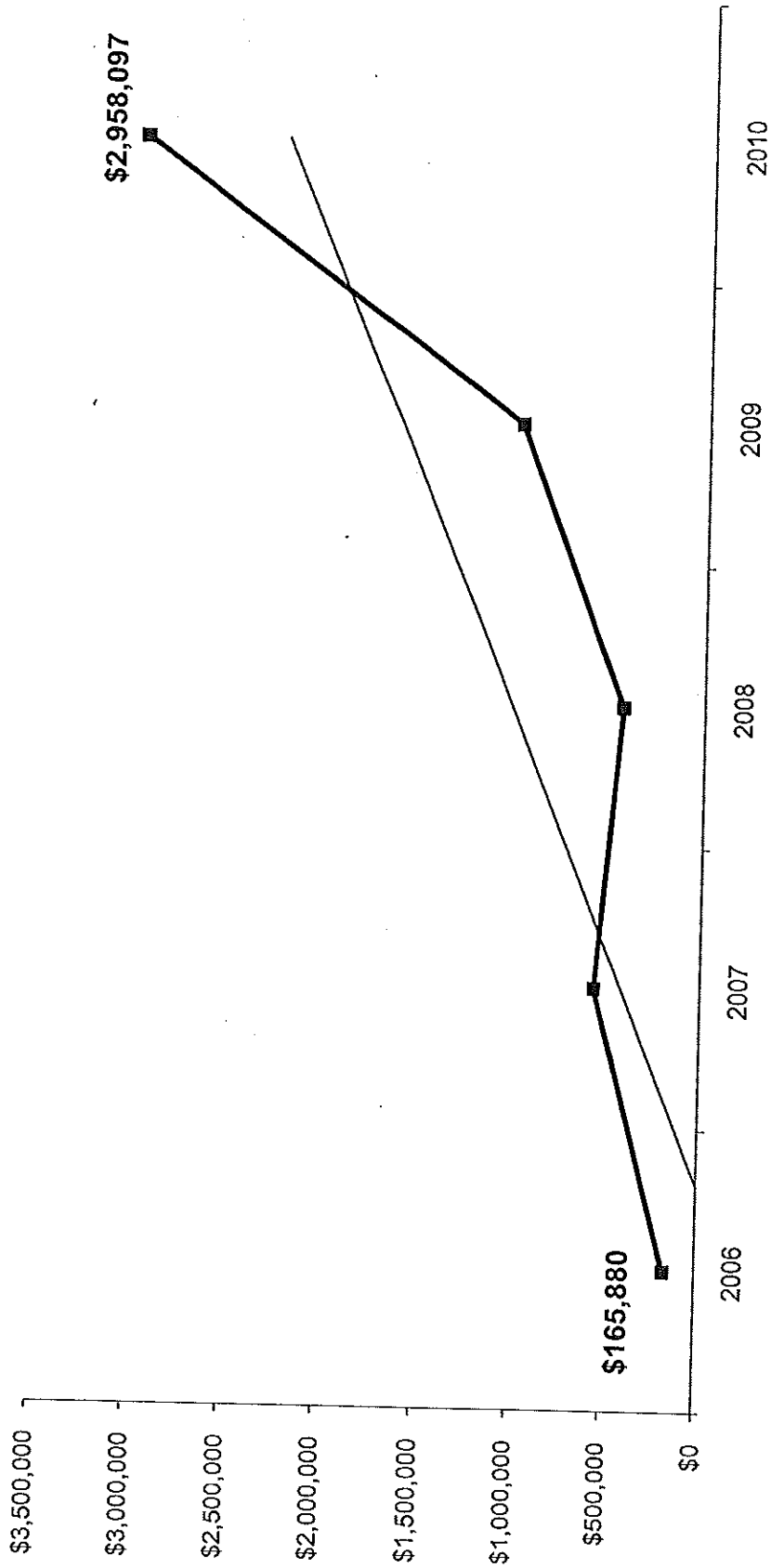
Misclassified Employees Identified

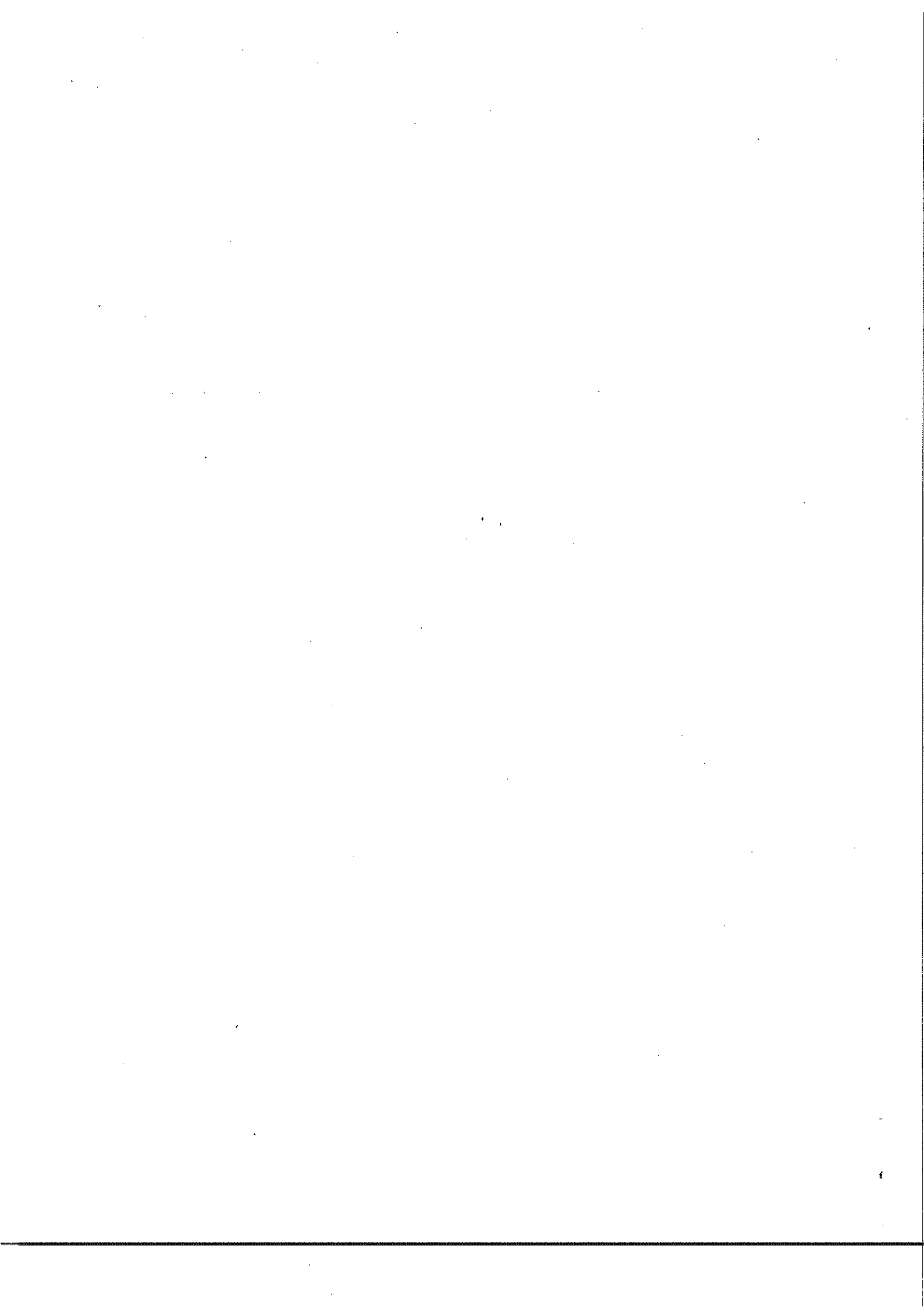




Success with Focused Audits in Washington State

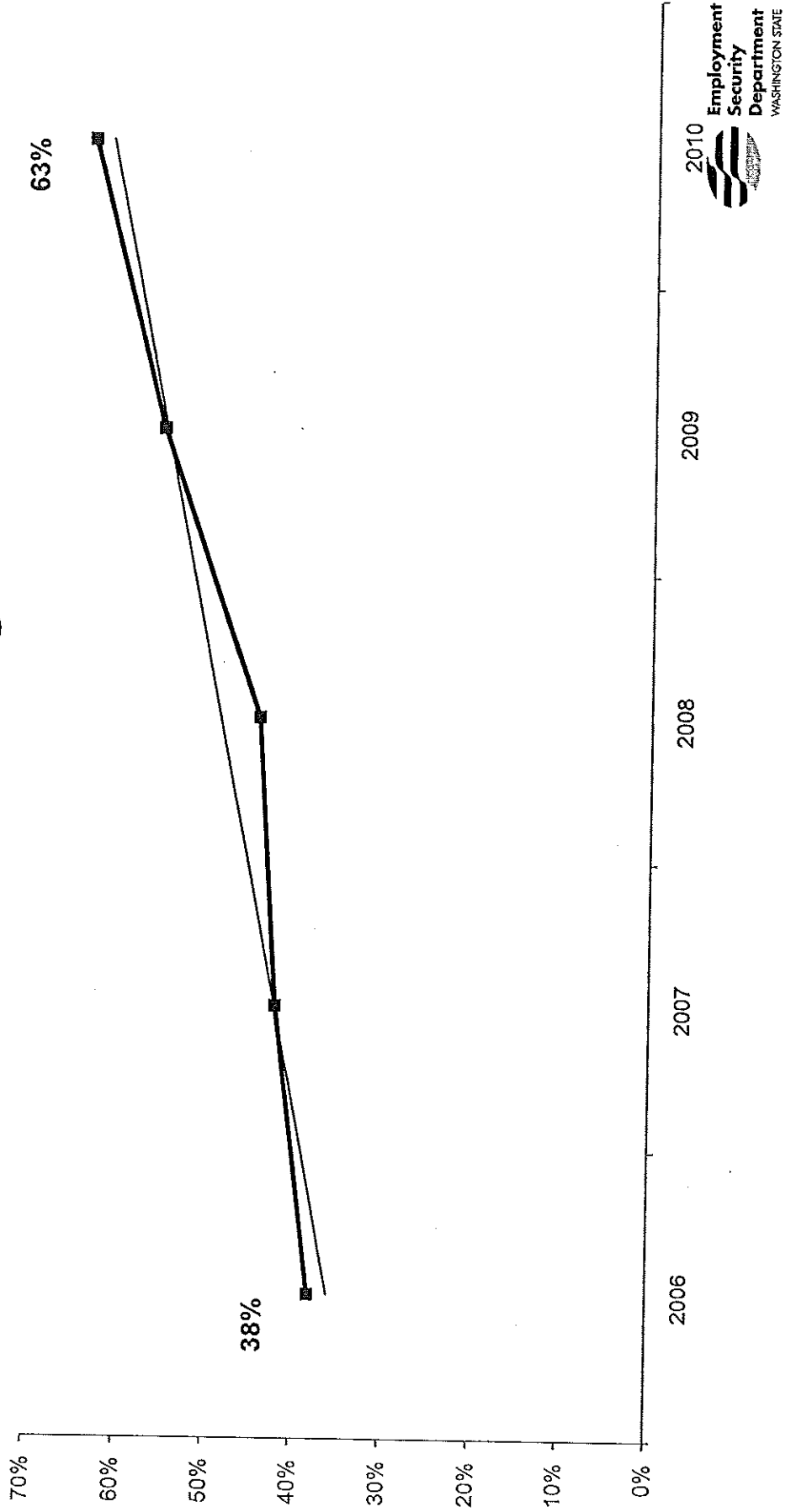
Unpaid Taxes Discovered

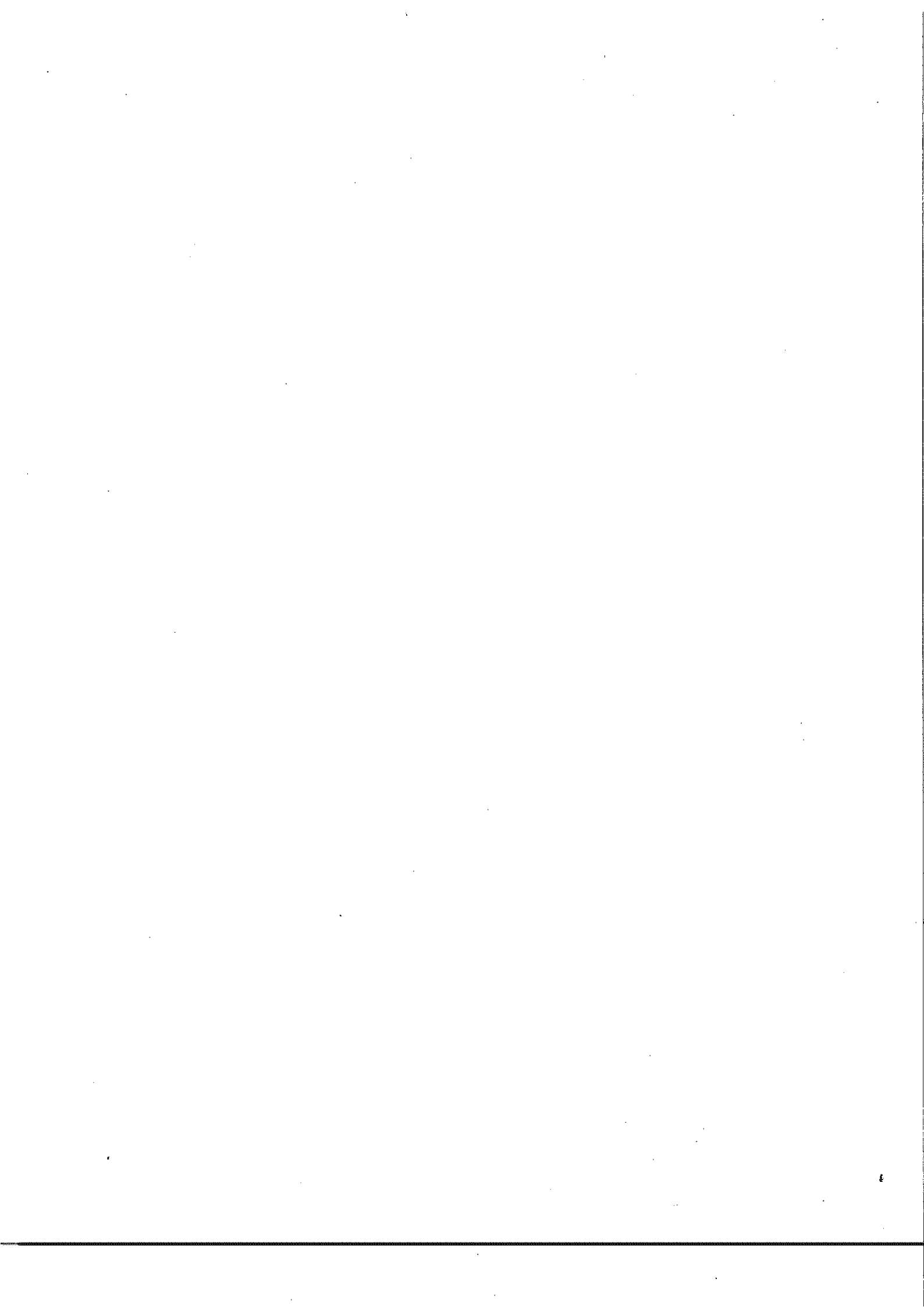




Success with Focused Audits in Washington State

Percent of Change Audits

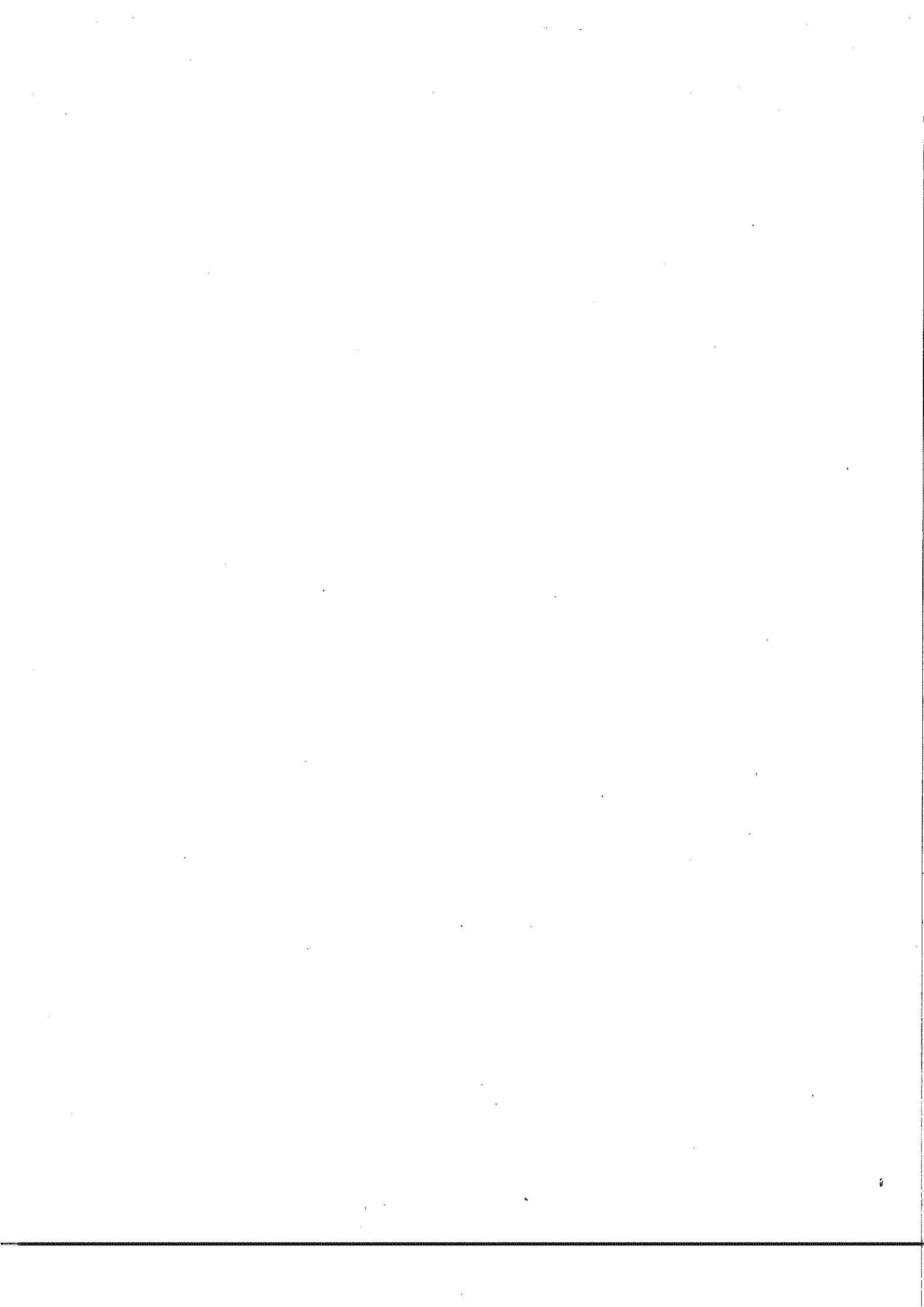




Success with Focused Audits in Washington State

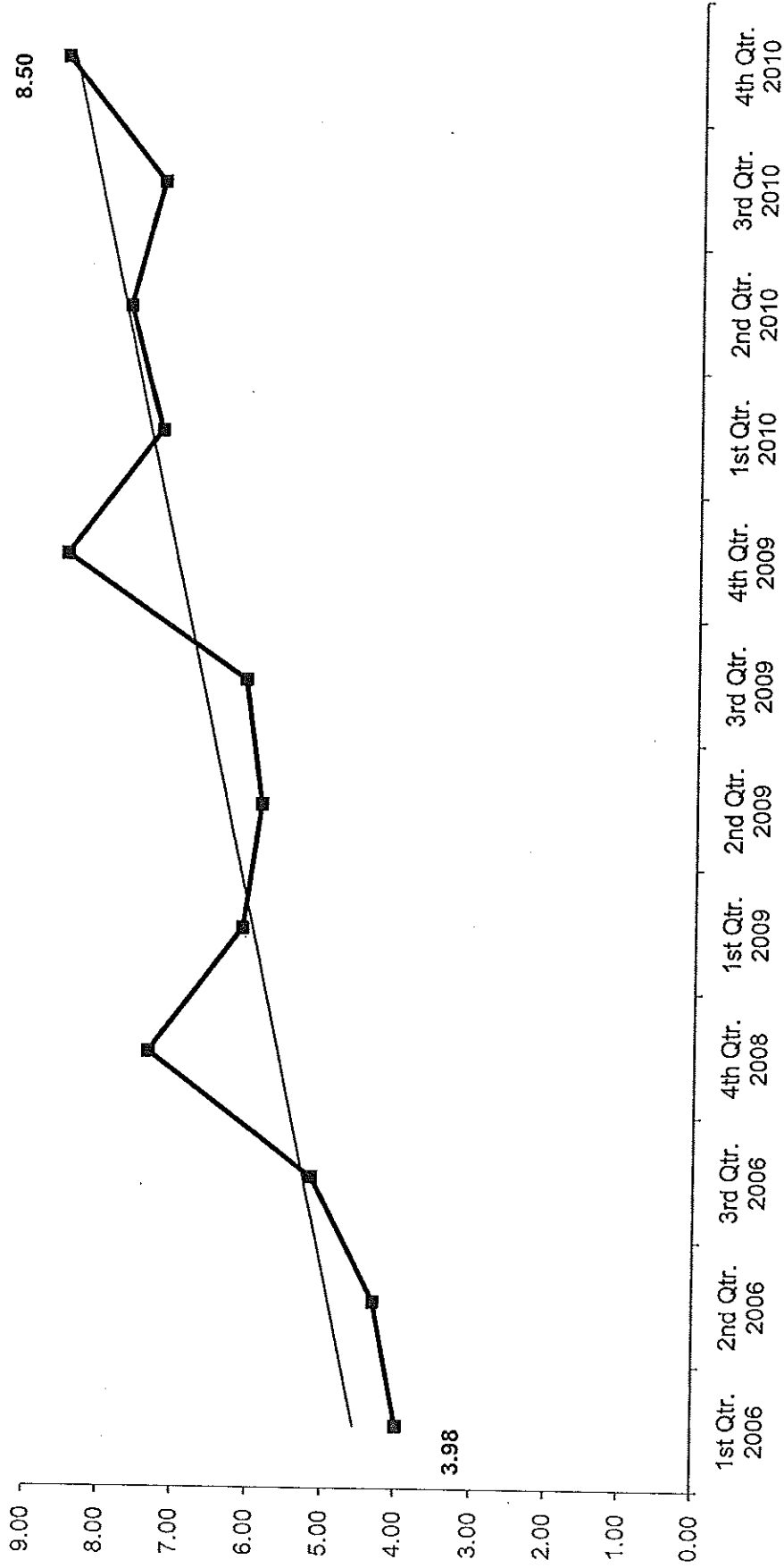
Challenges

- **Increased litigious appeals**
- **Increased time required for audits**



Success with Focused Audits in Washington State

Average Hours per Audit





Success with Focused Audits in Washington State

Focused Audit Program – Future

Gather Data

- Moving from manual data entry/tracking to automated tracking
- Developing a more sophisticated data sharing partnership with sister agencies

Reconfigure Audit Assignment Distribution

- Analyzing cumulative audit outcome data to determine most effective distribution of audit assignments
- U.S. Department of Labor Effective Audit Measure will be mandatory as of 2014

