

# Commissioner Dale Peinecke

## *A legacy of success*



**Dale Peinecke  
Commissioner**

*30 years of Lean  
management in the  
private sector*

*Selected to lead the  
National Association  
of State Workforce  
Agencies*

*Strong partnerships  
to provide better  
employment  
opportunities for  
businesses and  
workforce*

*Since 2013, over  
680,000 job seekers  
found jobs through  
WorkSource*

As Commissioner Dale Peinecke enters his sixth year as leader of Washington's Employment Security Department (ESD), he has created an adaptive Lean culture, improved customer value, reduced ESD's overhead and facilities footprint, replaced aging technology infrastructure, and saved millions—while simultaneously raising employee engagement and helping thousands of people find jobs.

### **About Dale**

- Appointed 24th Commissioner of ESD in January 2013. Unanimously confirmed by Senate in January 2018.
- Elected President of the National Association of State Workforce Agencies (NASWA) January 2016-September 2017.
- More than 37 years of experience in the aerospace and materials industries.
- Engaged in Lean implementation efforts since 1985.
- Elected to serve three consecutive terms as board chair for Snohomish County's workforce development council, remained on board through 2012.
- Grew up in the Pacific Northwest, and has lived on both sides of the Cascades during the course of his career.
- Earned a bachelor's in mechanical engineering from Oregon State University, master's in manufacturing engineering from Carnegie-Mellon University.

### **Improving opportunities for youth, veterans, jobseekers and businesses**

- ESD collaborated to pilot **Career Readiness for a Working Washington (CRWW)** in 2014, providing nearly 7,500 youth with business mentors, employer internships and other work-based learning opportunities. This work has since evolved into the Governor's Career Connect Washington initiative projected to connect 29,000 students with job shadowing, internship and apprenticeships by 2019. Later this year, WorkSourceWA.com will feature new apprenticeship and youth microsites.
- **The WorkSource Veteran Services team** has helped nearly 48,000 veterans through WorkSource since 2013 and plays a lead role in the **YesVets** hiring initiative. YesVets has helped nearly 600 employers hire more than 2,200 veterans since 2016.
- In 2017, ESD joined other state, local and Workforce Development Council leaders from Pierce and Thurston counties to cut the ribbon for the first fully integrated WorkSource One Stop American Job Center facility on a military installation in Washington—and one of the first in the nation.
- Since 2013, **681,542** job seekers found jobs through **WorkSource**. Since WorkSourceWA.com launched in 2016, 11,722 employers have posted 393,521 jobs and 272,936 job seekers have registered to post their resumes, apply for jobs and more.
- ESD and its WorkSource partners teamed up with the Hospitality Association and Retail Association to launch two new sector spotlights on WorkSourceWA.com to encourage jobseekers to pursue careers in those industries and to help businesses find the talent they need to thrive.
- ESD also spotlights the work of its employees to connect job seekers and businesses. **#PowerofaJob** features stories by employees, jobseekers and businesses about how WorkSource and ESD makes a difference for its customers.

**Large and small information technology advances and facilities upgrades improve customer service**

**Addressed two major budget deficits by reducing agency spending while maintaining customer service**

**Employee engagement scores increase dramatically from 2013 to 2017**

### **Making technology & facilities improvements to help customers**

- ESD **partnered with Monster.com**, one of the most established online recruiting experts, to build WorkSourceWA.com. The new site offers free job posting and candidate screening for employers and updated resume building and advanced job search tools for jobseekers. As of January 2018, WorkSourceWA.com currently has over 180,000 job seekers registered, over 9,700 employers with active accounts and 1.2 million jobs posted.
- ESD replaced its obsolete **unemployment tax system** in 2014 and upgraded the **unemployment insurance (UI) benefits system** in January 2017. Unemployment claimants now can apply for benefits, submit weekly claims and find information, and ask questions and get answers about benefits, including how much they'll be paid and whether ESD has processed their payment. Unemployment benefits are now also available via debit card for those wishing to eliminate the hassle of paper checks. So far, more than 270,000 claimants have registered for eServices accounts and we've made more than 2.5 million payments totaling more than \$1.13 billion.
- **New wireless internet access and wireless printing** allows job seekers to bring laptops to our offices to participate in classes, search for work and print resumes and other documents.
- ESD **reduced its real-estate footprint** by over 100,000 square feet—or 20 percent—without reducing the number of service locations
- In 2015, ESD unveiled a **new website design**, added **social media sites in nearly every county**, including a **Spanish-language Facebook** page, and built a new unemployment insurance **customer service one-stop web page**—all designed to help people find the information they need when they need it.

### **Leading through adversity**

ESD is primarily federally funded, with budgets closely tied to the state's unemployment rate. With deep budget cuts in the two years before he became commissioner, ESD's budget situation required swift action when Peinecke joined the agency in 2013.

- In 2013, ESD implemented the largest reduction in agency history and lowered operating costs by about \$31 million/year.
- In total, Peinecke has reduced ESD's spending rate by \$60 million annually—or 24 percent—resulting in a total reduction of \$204 million to meet declining state and federal budgets from 2013-2017.
- This work has trimmed the number of jobs available in the agency from more than 2,300 to less than 1,500 —slimming down management and overhead at a higher rate than front-line staff and proportionally increasing those in direct customer service roles by roughly 12 percent.

### **Improving employee engagement**

ESD has trained more than 600 employees in human-centered customer service, introduced new leadership and respect training, and continued to emphasize a Lean culture of continuous improvement —and our 2017 State Employee Survey results improved in every area—on every single question. Year over year, we saw:

- A 13-point increase in those who say they “have opportunities to learn and grow”—a 22-point increase since 2013.
- A 12-point increase in those who say they are “encouraged to come up with better ways of doing things”—another 22-point increase since 2013.
- A 9-point increase in those who say they're “satisfied with their jobs” —a 19-point jump from 2014.