

**U.S. Department of Labor Office of the Assistant Secretary for  
Veterans' Employment and Training Service  
200 Constitution Avenue, NW, Room S-1312  
Washington, D.C. 20210**



**July 12, 2005**

**DIRECTOR'S MEMORANDUM: #16-05**

**FOR: REGIONAL ADMINISTRATORS AND DIRECTORS FOR  
VETERANS' EMPLOYMENT AND TRAINING**

**FROM: F. PAUL BRIGGS [Approved]  
Director, Office of Administration, Management and Budget**

**SUBJECT: VETS' FY 2005 "State of the Region" Letters**

**REFERENCE: DM 22-04, VETS' FY 2004 "State of the Region" Letters (now  
superseded)**

**Purpose:** This Memorandum describes this year's "State of the Region" (SOR) requirements and establishes the deadline for submittal of the FY 2005 SOR letter and enclosures from each RAVET to the OASVET.

**Background:** The format and content requirements for the FY 2005 State of the Region letter and enclosures are substantially the same as those for the FY 2004 SOR. Each SOR is expected to be a comprehensive report of how the Region is doing with respect to each of the agency's programs and its internal management priorities, to provide essential economic and demographic information pertinent to the region, and to enable RAVETS to outline their priorities for regional and/or agency-wide management and program initiatives, and to propose goals and strategies. This content of the SOR addresses the mandates and intent of the President's Management Agenda and the Government Performance and Results Act.

Additionally, to help satisfy the agency's obligations under the Financial Managers' Financial Integrity Act, each RAVET will be expected to sign a statement certifying that in the past year he has conducted periodic reviews of his region's financial status, performed spot checks of transaction documentation, ensured the existence and operation of internal control procedures, reviewed applicable audit reports, management studies or other sources of evidence as to the effectiveness of financial management controls within the region, and found that the financial management controls are effective, that there are no known material weaknesses in the financial

management processes, and that there is little or no vulnerability to fraud, waste, or abuse of government funds within the region. In the event that program assessment or Internal Control Evaluation (ICE) findings, or other audits or reviews indicate that the RAVET cannot make that exact certification, the RAVET should modify his certification statement accordingly.

The State of the Region letter itself must be an executive summary of the region's status. The enclosures (attachments) will contain the detailed, specific program, budget and other information and analyses required by the agency's leadership. Individual "State Profiles" from each DVET are to be included among those enclosures.

Effective in FY 2006, a truncated version of the SOR will become a quarterly submittal as part of the VETS Performance Management System. This is not expected to be an additional reporting burden for the field staff; it will supplant other report requirements.

**Actions: By September 1, 2005**, each RAVET shall submit to Deputy Assistant Secretary McWilliam one SOR letter covering his assigned Region(s). The SOR letter must be submitted using the same page setup and font (single space; Times New Roman 12 pt.) as is being used in this Memorandum. One copy of the SOR should also be sent via e-mail to Gordon Burke, and one to Eric Rudert. The SOR letter must include the following elements:

**1. Annual State of the Region Letter (NTE 5 pages)**

- a. The Economy and Employment in the Region. Summarize significant recent, current, and outlook information regarding the labor force. RAVETS should glean information from BLS and State labor economist sources.
- b. Implementation of Strategic Performance Management Priorities
  - i. Train and Empower Staff
  - ii. Provide Assistance to States
  - iii. Improve outreach and communication
- c. Program Review and Analysis summary of issues, action plans, and accomplishments relative to specific goals and numerical targets (referenced to performance data in **Enclosure 2**)
  - i. Performance goal: Improve veterans' employment outcomes
    1. DVOP/LVER
    2. TAP
    3. VR&E
    4. VWIP
  - ii. Performance goal: Improve homeless veterans' employment outcomes
    1. HVRP
  - iii. Performance goal: Improve compliance assistance
    1. USERRA
    2. Veterans Preference
- d. "Management Improvement Recommendations and Resource Analysis" summary (referenced to content of **Enclosure 3**)
- e. Financial assurance statement. (As described above in **Background** section)

## 2. Enclosures:

**Enclosure 1: State Profiles.** A “State Profile” from each DVET must be attached to the State of the Region letter. Each State Profile should include economic and employment information at the State level that relates to the information requested above for the State of the Region letter. The information is to be reported using the page setup and font (single space; Times New Roman 12 pt.) shown in the attached “State Profile” form. Also attached is an example (for fictitious “State-XX”) showing how the State Profile form should be completed.

### **Enclosure 2: Detailed Performance Overview.**

- a. Attach the Internal Control Evaluation (ICE) regional composite analysis of results, and summary of your follow up plans and/or actions already taken with regard to areas of concern.
- b. Provide performance data and analysis in the established VOPAR formats (utilize your latest quarterly reports for the performance data):
  - i. DVOPLVER
  - ii. TAP
  - iii. VR&E
  - iv. VWIP
  - v. HVRP
  - vi. USERRA – UIMS cumulative report
  - vii. Veterans Preference – VPIMS Case Closings report

**Enclosure 3: Management Improvement Recommendations and Resource Analysis.** This enclosure should be a discussion of improvements that should and/or can be made within the Region, either as part of an agency-wide, multi-regional, or individual region initiative. Such improvements should clearly assist in achieving specific performance goals.

- a. Management control improvements
- b. Program improvements
- c. Resources needed (i.e., positions, money, other) to achieve improvements and better meet performance goals
- d. Budget execution challenges
- e. Best practices (both program and administrative)
- f. Strategic Considerations that should be included in VETS’ Strategic Plan regarding conditions of employment and the economy in your region. This should include:
  - i. What conditions in your region may require consideration in VETS’ strategic planning?
  - ii. Strategic Priorities -- what specific priorities should be included in VETS’ Strategic Plan?
  - iii. Actions to address the Strategic Plan -- what actions should we address in VETS’ Strategic Plan that would help deal with conditions in your region and address VETS’ or your recommended priorities?
- g. Performance Standards -- what changes need to be made to individual performance standards or position descriptions?
- h. Optional additional comments

Questions regarding the SOR letter or any enclosures should be directed to Gordon Burke or Eric Rudert in VETS' National Office.

**Attachments:** Blank State Profile form

State Profile example (for “State-XX”)

**Expiration Date:** when superseded