



Goals/SPIs/WIGs

The Department of Labor and Employment has identified five strategic policy initiatives for FY 2018-19. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY 2019 Performance Plan that capture the Department’s strategic and operational priorities, and reflect the overall direction as identified by Department leadership.

Additional detail for these, and other, strategic policy initiatives is available in the Department’s Performance Plan, which may be accessed [here](#).

Operational Measures

Strategic Policy Initiative #1: Consistently Deliver Exceptional Customer Service

- Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey.
- Maintain a satisfaction rating above 90%.
- Participation will increase 5% annually.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	1-Year Goal	3-Year Goal
Customer Service Survey Results	87.8%	96.8%	97.4%	86.6%	80.82%	90%	90%
Customer Services Survey Participation	3,071	3,334	1,577	1,371	3406	1,440	1,587

Key strategies:

- Maintain multimedia survey response capabilities utilizing e-mail, Internet, and postcards
- Further engage employees in our customer service efforts through improved overall communication and communication by leadership
- Continue to improve processes and modernize technology to improve the customer experience
- Engage employees across the agency through a cross-agency committee that focuses on customer service

Progress:

- Division of Unemployment Insurance Employer Services Audits staff continues to hold outreach presentations in English and Spanish to help Colorado businesses comply with unemployment insurance laws and regulations.
- DVR continues to focus on increasing client survey participation to ensure previously reported gains accurately represent the state of customer satisfaction. In the last calendar quarter, the division received a record of 602 responses.
- The Division of Oil and Public Safety was awarded a grant from SIPA for \$8,500 to pay for a new document management system that will allow its customers to self-serve via Google. The documents will be available 24/7 and customers will no longer have to request access, wait for the documents to be made available, and then view them within a 24-hour period before their password expires. This will be an incredible improvement to the public’s experience!



Strategic Policy Initiative #2: Establish a culture of engagement and accountability that affords employees the opportunity, structure, and tools to thrive and provide an exceptional customer experience. Employee engagement will be demonstrated through increased percent stating agrees or strongly agrees on the CDLE employee survey.

Improve Employee engagement results by 5 percentage points every two years up to 90%

Improve growth and development portion of survey score results by 5 percentage points every two years up to 85%

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q4 YTD FY19	1-Year Goal	2-Year Goal	3-Year Goal
Employee Engagement Survey Results	NA*	63%	NA*	72%	NA*	77%	NA	82%
Growth and Development Survey Results	NA*	58%	NA*	56%	NA*	61%	NA	66%

*The survey is administered by the state every two years beginning in FY16 so there are no results for FY15, FY17 or FY19.

Key strategies:

- Develop tools for managers and supervisors to facilitate discussions with their employees around their growth and development goals.
- Empower staff to own their own development and future by taking advantage of the tools and resources the department has to offer.
- Utilize employee feedback from employee-driven committees to drive change.
- Strengthen leadership talent through a comprehensive leadership development program that includes coaching for success.
- Promote from within through reallocation and open competitive announcements with a goal of 50% of announced positions being filled with internal candidates.
- Pilot skills-based hiring and promotion with two Divisions in CDLE.
- Pilot a new employee mentoring program to increase engagement, performance and retention.

Progress:

- For FY18-19, **hiring from within the department is 60%**, which exceeds the initial established goal of 50%.
- For FY18-19, **47% of CDLE employees have been trained on “Generations in the Workplace.”**
- The Unemployment Insurance Division (UI) completed training all managers in Implicit Bias.
- In February, CDLE became Healthy Workplace Certified and created our Healthy Workplace Action Plan.
- CDLE completed the 2019 Disability Employment Tracker, sponsored by the National Organization on Disability. From this survey, CDLE will receive a scorecard, benchmarking our rank in relation to other participants and create a plan.
- DVR is committed to providing opportunities for advancement for its rehabilitation counselors through competency-based, within class promotions. For DVR’s initial pilot in FY 2019, 35 (40%) of Rehabilitation Counselor Is (RCIs) have qualified to move from RCI-A to RCI-B earning a 5% in-range promotional salary increase.
- CDLE participated in the Denver Business Journal’s “Best Places to Work” survey in order to identify future focus areas for Employee Engagement and Accountability. The results indicate that CDLE is correct to focus on opportunities for growth and development and we are proud to learn that CDLE is considered a “flexible” workplace by our employees.



Strategic Policy Initiative #3: Maximize the value we bring to our customers and stakeholders through improving our work processes; implement six key process improvements annually that bring savings of cost, time and/or create an exceptional experience for our customers.

Number of major process improvement projects per year equals 6 or more for FY17 forward.*

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	1-Year Goal	3-Year Goal
Number of Major Process Improvements	7*	5*	8	13	9	6	6

* Prior to FY17 when the Division of Vocational Rehabilitation moved to CDLE the goal was 5 process improvement projects annually.

Key strategies:

- Partner internally through the Process Improvement Forum.
- Collaborate with other agencies to learn and share best practices and efficiencies.
- Make LEAN training opportunities available and accessible to staff.
- Encourage our culture of continuous process improvement, focusing on the customer.
- Communicate and celebrate process improvements.

Progress:

- As a result of the work of the Joint Enforcement Taskforce, CDLE has implemented a joint Internet Tip and Lead Form where individuals can provide tips on unfair employment practices that are shared and worked between the divisions of Unemployment Insurance, Workers' Compensation and Labor Standards and Statistics. In January 27 tips were received of which 6 were construction related.
- The Division of Workers' Compensation Division Independent Medical Exam (DIME) Unit implemented the DIME Rule 11 effective as of January 1, 2019. The first month of operation was a success and went very smoothly with the new process and procedures in place.
- The DVR Customized Employment Program pilot was launched in five DVR offices and will last 9-12 months. It will focus on the effectiveness of new vendor certification procedures and training to support the identification, development and support of employment opportunities for people with intellectual and developmental disabilities.
- The Internet Self-Service team in UI quickly implemented changes to the online claim filing and payment request applications to allow filing by federal workers deemed essential and who worked 32 or more hours without pay.
- Using an online credit card payment application recovery method implemented in May 2012, the UI Benefit Payment Control Unit recouped over \$10,000,000 by January of 2016 and surpassed \$20,000,000 as of March 2019.
- The UI Division passed all Tax Performance System metrics for the first time since the Great Recession. This is the result of focused process improvements, dedicated staff, and excellent leadership within all Employer Services functions.
- The Division of Workers' Compensation's Claims Management Unit developed a Motion to Close Checklist for insurers, self-insured employers, and attorneys to reference when filing a motion to close a claim. This new resource is meant to reduce the number of incorrect filings, resulting in fewer rejected Motions to Close. The checklist is now available as a desk aid on the Division of Workers' Compensation public website.
- Unemployment Insurance's new electronic hearing notice delivery method reduced the time for receiving hearing notices by 30% and reduced the amount of paper used in the process by 100%.



Strategic Policy Initiative #4: Implement optimal technology solutions that create an exceptional customer experience.

Timely resolutions of technology issues identified by users of applications and infrastructure as reported in the service desk system. Goal is 90%.

Percent of critical systems and applications meeting their availability targets goal is 90%

Average application health of critical systems goal is 80% or higher by 2020.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	1-Year Goal	3-Year Goal
% timely resolution of technology issues	98.9%	98.3%	98.5%	96.7%	96.6	90%	90%
% systems availability	99.1%	94.5%	99.6%	99.7%	99.3%	90%	90%
Average application health of critical systems	NA	NA	NA	70%	76%	80%	82%

Key Strategies:

- Complete assessment of every critical technology system according to CDLE’s technology strategic principles.
- Propose replacement or enhancements to critical systems that are assessed at less than 80% overall health.
- Develop appropriate technology governance processes with OIT to effectively prioritize, manage and report on our technology activities and projects.
- Implement technologies that align with the Governor’s Office of Information Technology roadmap and drive improved costs, productivity and support for customers of the Department.
- Execute on operational processes and have in place the necessary skills to satisfy project demands, problem resolution needs and system availability requirements.
- Ensure funding is in place for successful technology projects, support activities, and ongoing sustainability of each system.
- Align all IT efforts to meet current and known future accessibility and security requirements.

Progress:

- Kicked off a project to ensure numerical consistency for records of the Unemployment Insurance Employer Premiums system, maintaining its automation and preventing manual work.
- Kicked off a project for the Unemployment Insurance Employer Premiums system to enhance its data integrity in the light of new compliance legislation.
- Contracted with a new support vendor for CDLE’s unemployment and vocational rehabilitation transaction system, decreasing support response time and strengthening its security and access management.
- Completed a project to remove social security numbers from unemployment forms that were going to the public, increasing the security of the citizens’ data.
- Completed Phase I of a system to replace the tool that Unemployment Insurance Employer Services staff use to track collections from employers. In addition to reducing the amount of paper clutter for staff, the system, called PAWS, will promote uniformity of employer correspondences.
- Completed an enhancement to the process for Unemployment Insurance Appeals Electronic Hearing Notice delivery. This change allows UI Appeals to track Hearing Notice deliveries across the division, reducing paper usage and providing staff more time to prepare for hearings.
- Completed changes to the Division of Workers’ Compensation Systems to put them on more sustainable cloud “hardware,” increasing the up-time and overall reliability of their infrastructure.



- Kicked off a project to increase the usability of the Colorado SIDES system, making it easier for Unemployment Insurance staff to administer and provide Employer Services.

Strategic Policy Initiative #5: Build and strengthen relationships with partners and stakeholders
Survey two stakeholder groups per year to assess how CDLE could provide better service.
Hold at least 10 stakeholder group meetings annually through FY16.
Hold at least 15 stakeholder group meetings annually from FY2017 on.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19Actual	1-Year Goal	3-Year Goal
Stakeholder group surveys	2	2	2	9	2	2	2
Stakeholder group meetings	12	10	34	63	40	15	15

Strategies:

- Create monthly employer email campaign
- Rebrand all Veterans services marketing collateral
- Rebrand DVR via new website and marketing collateral
- Create DVR social media presence
- Create DVR stakeholder survey to determine brand equity
- Promote Disability Employment Awareness Month
- Promote “Industry Weeks” during Workforce Development Month
- Create subscription sign up option via CDLE website for employers/businesses
- Host Workers’ Comp Employer Safety Awards program
- Pilot social media tools in one workforce region within Rural Consortium

Progress:

- The Division of Workers’ Compensation’s Medical Services Unit kicked off their sixth annual series of stakeholder meetings this January. These sessions are opportunities for stakeholders to learn about issues being faced in workers’ compensation, to talk with the team, ask questions, and weigh in on revisions being proposed for Rules 16 & 18.
- The CWDC career pathways project team is getting industry feedback and guidance to build effective early childhood education career pathways in order to better understand the critical occupations, competencies, and credentials in the field. CWDC staff facilitated the Boulder Early Childhood Education Council data gathering activity and met with CDHS early childhood education leadership.
- The Division of Oil and Public Safety presented proposed changes to the Reasonable Cost Guidelines at the February 15, 2019 Petroleum Storage Tank Committee meeting. These proposed changes were also posted on the What’s New page of the Division’s website with a request for public comments by March 31, 2019.
- The newly formed Underground Damage Prevention Safety Commission promulgated its first set of regulations that include procedures for the review and enforcement of violations of the Excavation Requirements statute.



- In February the CWDC hosted the first two TalentFOUND Quarterly Conversations, one for urban areas and the other for rural areas. The conversations focused on the role of workforce development, economic development, and chambers of commerce in the talent development ecosystem. By sharing best practices and discussing the current and potential roles and responsibilities of the various players, the conversations uncovered opportunities to better align the network of TalentFOUND partners.
- DVR initiated a new Client Advisory Stakeholder Group which will provide a structured, statewide monthly process to gain direct input from stakeholders regarding DVR service delivery and will supplement information from other groups such as the State Rehabilitation Council (SRC) and State Independent Living Council (SILC).
- On March 25 - March 27, the Division of Workers' Compensation partnered with the Southern Association of Workers' Compensation Administrators to host the Colorado Workers' Compensation Educational Conference in Colorado Springs. The conference offered sessions covering the most relevant information for professionals in the workers' compensation industry and provided attendees the opportunity to network with peers and industry experts. The conference had 40 exhibitors, 280 attendees and rose over \$2,200 for the Pinnacol Foundation.
- CDLE launched the Proper Worker Classification Website (workright.cdle.co) as a single place for employers in the construction industry to obtain information about the proper classification of workers. CDLE plans to launch a public service announcement campaign in May to further educate the community about proper work classification and compliance.