

COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT

STRATEGIC PLAN FY 2012-2013

I. EXECUTIVE DIRECTOR'S LETTER

My fellow Coloradans:

“The greatest danger in times of turbulence is not the turbulence, it is to act with yesterday’s logic” – Peter Drucker

The Colorado Department of Labor and Employment is facing serious challenges. But in meeting those challenges head on, real opportunities exist as well. The Department must change; change its systems, processes, the way we deliver service and our culture. If we are to meet the needs of the Colorado taxpayers, we must transform the Department and the way we do business. We must become effective, efficient and elegant.

The economic forecast is static at best and the need for the services we provide will continue to grow and create stress on the system. Federal funding cuts are anticipated and the competition for federal grants grows. Our technology is outdated and inflexible, slowing our processes at a time when employers and workers expect efficient systems to meet their needs in a timely manner.

Unemployment in Colorado continues to hover around 8.5%, down from a high of 9.7%. However, the decline is not due to the creation of jobs, but to a decrease in labor force participation. Disenfranchised and dispirited workers have given up hope and simply stopped looking for work. More than 29,500 Coloradans have exhausted all levels of unemployment benefits. These Coloradans are now seeking other safety net services putting further stress on our state’s systems and resources. We estimate that only 20,000 to 30,000 new jobs will be added to our economy in 2012 and about the same number in 2013. This represents annual job growth of 1 to 1.5 percent compared to the higher growth rates of 2 to 2.5 percent seen from 2005 to 2007. Job growth was much greater in the 1990s when it frequently ranged between 4 and 5 percent.

To meet these challenges and turn them into opportunities, we have developed a clear vision, mission, commitment and set of values, outlining a clear strategy and roadmap, focusing on key priorities. Our strategic goals and initiatives have clear measurements and our values have defining behaviors that will inform employee performance.

The Colorado Department of Labor and Employment used our strategic planning process as an opportunity to address culture change as we looked at our future planning to meet the needs of all Coloradans. Our approach included setting a baseline for what the current

state in our organization looks like. Employees and leaders were interviewed and an employee survey was conducted. We examined productivity, proper resources and tools, leadership, customer service, teamwork, communication and the culture. All CDLE senior leaders took a hard look at the current state data, owned it as leaders and made a commitment to leading the strategy with a different approach than had been taken in the past.

Using strategic planning best practices, we began by re-creating the Vision and Mission as a foundation for our strategic plan and engaged 20% of the over 1,100 employees in getting their input and buy-in. Leaders rolled this out to all employees in their divisions as they worked to align their Division visions with CDLE's and make the connection to day-to-day work. Strategic initiatives and goals were set using a SMART framework that complemented actions addressing our twice-yearly employee survey. Realistic timelines were set for the strategic goals and work began immediately involving employees. We have also had a new approach to our leadership meetings, over the last four months which includes building leadership skills and competencies that will help execution in these tumultuous times. In addition, all Divisions and shared support organizations continue to hold leadership meetings to build their leadership and business acumen and address measureable steps toward strategy, cross-departmental synergies and culture change. To further address CDLE customer-centric culture change, employees have joined with leaders as a Values Team to create a set of values that have corresponding measureable behaviors to drive the strategy. The Values Team has embarked on ways to drive the values into the work and measure performance, execution and attitude as we meet our short and long term milestones in our strategic plan. We are establishing a plan to maintain the culture change into the future. Focusing on culture is a first for CDLE and has received resounding support from employees and leaders, clearly a shot of energy back into our work. We believe culture is our bedrock to guide decisions toward elegant, efficient and effective customer service while developing our employees in these challenging times.

In order to meet the challenges ahead, and be prepared to take advantage of opportunities, we are doing a thorough review of how we do business, both internally and externally, in every Division throughout the Department. Over the next three years, CDLE will be addressing the goals of efficiency, effectiveness and elegance by:

- **Identifying key strategic initiatives:** Customer Service; Employee Engagement and Accountability; Process Improvement; Partnerships & Stakeholder Relationships; and Technology
- **Addressing the need for culture change:** Customer service must be a priority. In order to excel and provide the best service possible, our employees must be trained, productive and engaged. Our goal of “establishing a culture of employee engagement and accountability resulting in high performance” directly addresses this need for culture change. We are assessing the following: who our customers are; what their needs are and how to better serve them; how to have a productive and engaged workforce by seeking employee input via twice yearly engagement surveys, all staff meetings, and employee suggestion boxes in each division; and how all of our systems and processes provide the services required. Employees have been engaged in our department-wide evaluation and discussions around performance expectations. Customer surveys are being developed to gather data from both internal and external customers and to track our progress.
- **Developing greater coordination between and among state agencies:** Greater coordination is needed to reduce duplication and overlap of services and to assure maximization of our resources. To achieve this, we will determine and assess our existing

partnerships, conduct a gap analysis and identify additional partnerships and align program and resources to maximize services.

- ***Implementing a regular regulatory/legislative review process:*** Each Division will establish a calendar and timeline to review all rules and regulations
- ***Identifying slow/burdensome agency processes and addressing needed changes:*** Each Division is reviewing the reporting and information requests we make of our customers to determine what we are asking of employers/businesses and how can we make it easier for them to respond. We have convened stakeholder groups in each Division that meet regularly. As part of this initiative, we are looking at how technology could simplify our processes and creating a department-wide technology roadmap to identify possible cost savings. As we upgrade our technology, we are working to ensure that future systems can share data and information.

Throughout these difficult times, and as we work to change our culture and deliver outstanding customer service, our core work continues. We have implemented legislation to address our UI Trust Fund insolvency and continue our work to improve service delivery to those who have lost their jobs through no fault of their own. The Employment and Training Division has refocused its efforts to assure we are meeting the needs of both job seekers and businesses in communities throughout the state and that we are maximizing our resources by collaborating with other agencies and partners. While we work to assist those injured on the job, assuring they get the care and benefits they deserve, we are also working to contain employer costs and minimize the need for litigation. Through our Oil and Public Safety Division we continue to protect the workplace and communities with a variety of safety programs and are working to assure that leaking petroleum storage tanks are cleaned up quickly and efficiently, turning hazardous sites into new business opportunities. And, during these tough economic times, we are continually working to assure that workers who have not been paid or have been subjected to unfair labor practices receive the wages they deserve.

Our focus is, and will continue to be, on what's best for the customers, the employees and the organization and we are working to balance these needs. At CDLE, we are embracing change, working to remove barriers and roadblocks and holding ourselves accountable.

To achieve our vision of "Quality and Excellence in all we do", we must change; change our culture, change our service delivery, and change our organization to provide the best service possible. The citizens of Colorado deserve no less.

Sincerely,

Ellen Golombek
Executive Director

II. INTRODUCTION, STATUTORY AUTHORITY, AND ORGANIZATIONAL CHART

A. INTRODUCTION

The Colorado Department of Labor and Employment has five major functions:

We connect job seekers with great jobs. We've been assisting Colorado's workforce for decades by providing funding for job training and employment services for workers and employment services for employers. CDLE continues to enhance the delivery of new programs and services throughout our network of Workforce Centers.

We help people who have lost their jobs by providing temporary wage replacement through the Unemployment Insurance Program. Unemployment insurance helps workers pay bills and contributes to the economic stability of the state. New delivery and customer services systems will continue to help these workers.

We assist workers who have been injured on the job. The Division of Workers' Compensation administers the system to provide for quick and efficient delivery of disability and medical benefits to injured workers at a reasonable cost to employers, while minimizing the need for litigation.

We ensure fair labor practices. Workers who have not been paid or have been subjected to unfair labor practices are assisted. We make sure that workers receive the wages they have earned and understand their rights and also assist employers in understanding their responsibilities.

We protect the workplace — and Colorado communities — with a variety of safety programs. The Division of Oil and Public Safety oversees the use of explosives in the state, ensures that boiler, amusement rides and devices, and conveyances are operating safely and properly, and that leaking petroleum storage tanks are remediated quickly and efficiently.

B. STATUTORY AUTHORITY

Unemployment Insurance

Unemployment Insurance (UI) Program: 8-70-101 through 8-82-103, C.R.S. is the Colorado Employment Security Act which establishes the framework for Colorado's UI Program. The UI program was originally authorized under the Social Security Act and Federal Unemployment Tax Act.

Division of Employment & Training

Workforce Development Programs: 8-71-101 through 8-71-224, C.R.S. creates Workforce Development; and 8-15.5-101 through 8-15.5-108, C.R.S., establishes the Displaced Homemakers Act. Workforce Development administers the following federal programs: the Wagner-Peyser Act; the Workforce Investment Act; the Trade Adjustment Assistance Program (Public Law 93-618); the Trade Act of 2002 (Public Law 107-210), and the Jobs for Veterans Act (Public Law 107-288).

Colorado Workforce Development Council: 24-46.3-101 through 24-46.3-102, C.R.S. creates the state work force development council (state council) within the department of labor and employment. The statute establishes the state council as a state work force investment board in accordance with the federal "Workforce Investment Act of 1998".

Division of Labor

8-1-103 C.R.S. The Colorado Division of Labor administers laws and regulations governing wages, minimum wage, working conditions, youth employment, certain union issues and grievances, and employment-related immigration laws.

Division of Oil and Public Safety

Storage Tanks: 8-20.5-101 through 8-20.5-401 C.R.S. provides for the regulation of above- and below-ground storage tanks.

Fuel Products: 8-20-101 through 8-20-415 C.R.S. governs the Divisions development of rules covering the design, construction, location, installation, and operation of equipment for storing, dispensing, handling, and utilizing liquid fuel products.

Boilers: 9-4-103 (3) C.R.S. requires the Division to establish rules and a schedule for the inspection of boilers and pressure vessels to ensure they conform to the Colorado boiler construction code.

Conveyances: 9-5.5-101. C.R.S. creates the "Elevator and Escalator Certification Act" that requires the Division to license inspectors/mechanics and register all conveyances in the State.

Explosives: 9-7-105 C.R.S. requires the Division to ensure the safety of workers, the public, and the protection of property by promulgating rules related to the use, storage, and transport of explosives.

Amusement Rides and Devices: 8-20-1002 C.R.S. requires the Division to establish rules for the registration, construction, repair, and maintenance of amusement rides and for the financial responsibility of operators.

Division of Workers' Compensation

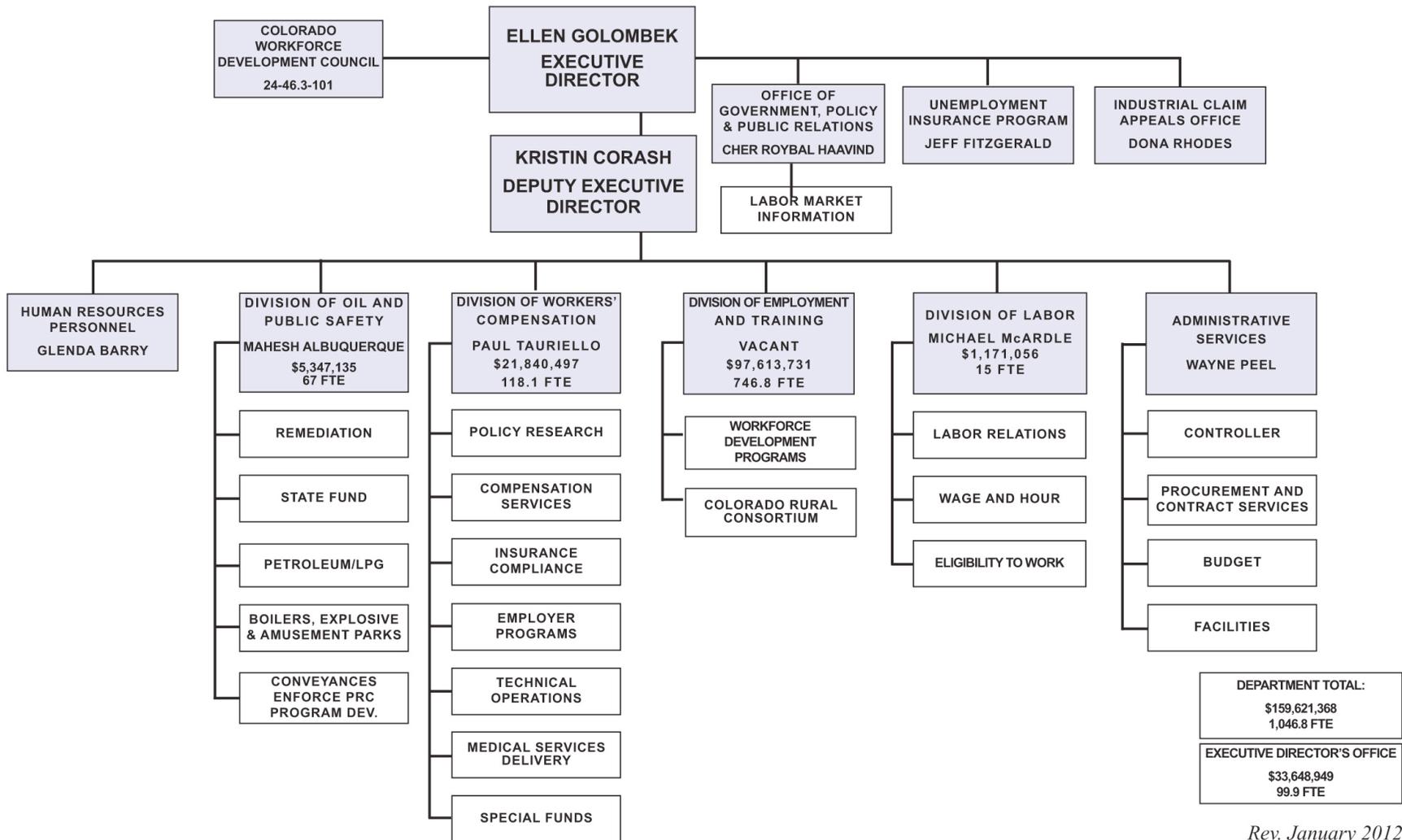
8-40-101 through 8-47-209 C.R.S. The Colorado Division of Workers' Compensation is the state office responsible for administering and enforcing the workers' compensation law in this state. In doing so, it recognizes the intent of the Colorado General Assembly to ensure the quick and efficient delivery of disability and medical benefits to injured workers, at a reasonable cost to employers. As the agency overseeing workers' compensation in this state, the Division establishes rules, procedures and programs to enforce the law and to resolve disputes that may arise between the employer and the injured worker.

The Workers' Compensation Cost Containment Program 8-14.5-101 C.R.S. sets forth the legislative declaration that adjustments to employer's premiums should be weighted in a manner to encourage the adoption and implementation of workplace safety programs. The Cost Containment Program is a voluntary safety program that allows qualifying employers to receive discounts on their premiums. In addition, participating employers realize savings by reducing the number and costs of workplace accidents.

The Special Funds Unit, consisting of the Major Medical Fund 8-46-201 C.R.S., the Subsequent Injury Fund 8-46-101 C.R.S., and the Medical Disaster Fund 8-46-301 C.R.S., provides benefits for workers' under certain circumstances; such as when the amount spent on medical benefits exceeds a certain level or when injuries at two or more employers combined to result in permanent, total disability. The Major Medical Fund was closed to work-related injuries occurring on or after July 1, 1981. The Subsequent Injury Fund was closed to work-related injuries occurring on or after July 1, 1993; and to occupational diseases occurring on or after April 1, 1994. As of June 30, 2009, there are 1,555 injured workers receiving benefits from these funds.

C. ORGANIZATIONAL CHART

Colorado Department of Labor and Employment



Rev. January 2012

III. MISSION STATEMENT

The mission of the Colorado Department of Labor and Employment (CDLE) is ***to protect and promote the integrity and vitality of Colorado's employment environment***. This statement encompasses every function of the Department and is an imperative mission of the state especially during these difficult economic times.

IV. VISION

CDLE's vision is ***quality and excellence in all we do***. "All" includes external and internal customer service, products, relationships with partners and stakeholders, processes, information technology, and our values-based culture. This is an aspirational and motivational vision to which all our work relates and was created with staff input and agreement. To reach toward this vision, we have committed to:

Outstanding customer service
An inclusive culture
Knowledgeable employees who drive our success
Being a trusted and strategic partner
Continuing process improvement

VALUES

In order to have quality and excellence in all we do, CDLE is creating a values-based organization. Our values include:

- Integrity
- Accountability
- Collaboration
- Respect
- Excellence
- Adaptability
- Teamwork

V. OBJECTIVES, PERFORMANCE MEASURES, STRATEGIES AND EVALUATION OF SUCCESS

Department-wide objectives:

I. Customer Service

Objective: Increase customer satisfaction

Measurement: Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey and after a baseline is set will increase by 5% annually up to a threshold of 95%.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Customer Satisfaction will increase by 5% annually up to 95%	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Strategies:

- Develop survey response capabilities through e-mail, Internet, and telephony
- Create and implement ongoing customer service surveys
- Establish a culture of service
- Set baseline satisfaction
- Implement changes to improve satisfaction

II. Employee Engagement & Accountability

Objective: Establish a culture of employee engagement and accountability resulting in high performance

Measurement: Employee engagement will be demonstrated through increased percent stating agree or strongly agree on the twice-yearly CDLE employee survey.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Improve employee survey results by 15% over 3 years	Benchmark		59.4%	62.4%	65.1%
	Actual	56.6%			

Measurement: 100% of managers and supervisors go through new performance evaluation training.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% performance evaluation training	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- Mentoring, coaching and staff development
- Creating and sustaining a values-based culture
- Identifying and encouraging behaviors based on our values that improve accountability and performance
- Improving communication to and from employees

III. Process Improvement

Objective: Reform and Improve Key Processes

Measurement: Identify and implement at least one key process improvement in each of the five divisions annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Implement process improvement in each of five divisions	Benchmark	5	5	5	5
	Actual				

Strategies:

- Establish core leadership team for LEAN process improvement
- Identify LEAN projects
- Determine Phase I and Phase II projects
- Report out results of LEAN process improvements
- Evaluate LEAN process in CDLE and create a sustainability plan

IV. Technology

Objective: Implement optimal technology solutions to deliver timely and accurate customer service

Measurement: Successful implementations of all new IT projects.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% successful IT project implementation	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- Assess where we are, what we have, what will help us the most and then prioritize each based on efficiencies gained, cost, and overall need
- Simplify our approach and consolidate systems and processes where possible
- Take a strategic approach to technology
- Develop milestones and timelines
- Assure appropriate funding and expertise are in place for success

V. Partnerships & Stakeholder Relationships

Objective: Increase opportunities with strategic partners and stakeholders to provide value to Colorado

Measurement: New rulemaking will reflect 100% stakeholder outreach.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% stakeholder outreach for proposed rules	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 80% of stakeholders acknowledge that their views were heard during the rule making process.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
80% of stakeholders' views heard	Benchmark	80%	80%	80%	80%
	Actual				

Measurement: Quarterly meetings with chairpersons and ranking minority members of the committees of reference

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
16 meetings annually with committees of reference	Benchmark	16	16	16	16
	Actual				

Strategies:

- Assess who our current partners are and why they value us
- Each division will determine opportunities for new partnerships to leverage resources and will continue this on an ongoing basis
- Set a strategy to expand our network
- Ongoing assessment of our responsiveness to the legislature and constituents through quarterly meetings with leadership of two committees of reference and communication with individual legislators.

Objectives by Division

Following are strategies by division that each is following to meet the department-wide objectives as well as their own division-specific objectives, measures, and strategies.

Employment and Training and the Colorado Workforce Development Council

Employment and Training includes Workforce Development Programs and the Rural Workforce Consortium. Its mission is to provide, administration and delivery of workforce initiatives that enhance Colorado’s economic vitality. The Colorado Workforce Development Council (CWDC) provides leadership and direction for workforce programs in the state. Its mission is to create a business-focused workforce system that effectively helps prepare Coloradans for the jobs of today and tomorrow.

I. Customer Service:

Objective: Increase customer satisfaction

Measurement: Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey and after a baseline is set will increase by 5% annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Customer Satisfaction will increase by 5% annually	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Measurement: 5% increase in employer participation in Connecting Colorado annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
5% increase in employer participation.	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Measurement: 5% increase in Libraries participating in the Virtual Workforce Center at the Libraries initiative.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
5% increase in library participation.	Benchmark	40	42	44	46
	Actual	40			

Objective: Increase entered employment outcomes and business participation in the workforce system to support the Colorado Blueprint goal to “Educate and train the workforce of the future.”

Measurement: Meet the negotiated percentage goal of persons working in the quarter immediately following receipt of workforce services.

Performance Measure	Outcome	FY 2010 Actual		FY 2011 Actual		FY 2012 Approp.		FY 2013 Request	
		Metric	Change	Metric	Change	Metric	Change	Metric	Change
The percentage of persons working in the quarter immediately following receipt of workforce services	Benchmark*	57%	+1%	50%	-7%	53%	+3%	54%	+1%
	Actual	52.59%	-0.10%	53.19%	+0.60%				

Measurement: Meet the negotiated percentage goal of UI claimants working in the quarter immediately following receipt of workforce services.

Performance Measure	Outcome	FY 2010 Actual		FY 2011 Actual		FY 2012 Goal		FY 2013 Goal	
		Metric	Change	Metric	Change	Metric	Change	Metric	Change
The percentage of UI Claimants working in the quarter immediately following receipt of workforce services	Benchmark*	57%	+1%	51%	-6%	54%	+3%	55%	+1%
	Actual	55.42%	-2.52%	55.94%	+0.52%				

Measurement: Meet the negotiated percentage goal of those completing training who were working in the quarter immediately following receipt of workforce services.

Performance Measure	Outcome	FY 2010 Actual		FY 2011 Actual		FY 2012 Goal		FY 2013 Goal	
		Metric	Change	Metric	Change	Metric	Change	Metric	Change
The percentage of those completing training programs who were working in the quarter following completion of all workforce services	Benchmark*	80%	+5%	80%	0%	81%	+1%	82%	+1%
	Actual	79.46%	+1.56%	80.73%	+1.27%				

*The benchmarks are negotiated annually with the US Department of Labor based upon a regression model.

Measurement: Meet the negotiated goal for the number of employers obtaining services through the workforce system.

Performance Measure	Outcome	FY 2010 Actual		FY 2011 Actual		FY 2012 Goal		FY 2013 Goal	
		Metric	Change	Metric	Change	Metric	Change	Metric	Change
The number of employers obtaining services through the workforce system	Benchmark*	23,000	+500	15,000	-800	15,500	+500	16,000	+500
	Actual	14,829	-2126	13,727	-1102	14,521	+794		

*The benchmarks are negotiated annually with the US Department of Labor based upon a regression model.

Strategies: Employment and Training’s programs will pursue implementation of the following strategies to increase employment outcomes for all job seekers, UI claimants and those completing training programs, and increase employer participation in the workforce system:

- Support sustainability of the 10 targeted industry sector initiatives maximizing employment and training opportunities across all growth industries across the state.
- Implement technology initiatives that offer “anywhere, anytime” educational and employment opportunities to Colorado’s job seekers, students, employers, and workforce professionals.
- Make available Virtual Workforce Centers at the Libraries to support the Rural Workforce Consortium region including 52 counties. Methods to measure success will be identified for outcomes such as the following:
 - ✓ Jobs Posted
 - ✓ Jobs created
 - ✓ Training Completed
 - ✓ Certifications
 - ✓ Job orders filled and people hired
 - ✓ People served by us and our partners
- Align business services processes and messaging across workforce regions to improve the delivery of basic business services and enhance the development of on-the-job training and internships.
 - ✓ Create a unified message for the workforce system reflecting the alignment
 - ✓ Work with the Business Services Alignment initiative to develop and issue comprehensive policy and procedures for the listing of job openings and conduct of business services activities.
 - ✓ Incorporated this effort into the Colorado Workforce Development Council’s performance incentive system
- Develop a return on investment model that includes business impact to evaluate the overall effectiveness of workforce programs

Context: Workforce business services are provided by the state through workforce programs and at each local region. The services provided vary by region; this is confusing and frustrating for businesses and job seekers alike. Standardizing the core basic services that are provided to businesses through the workforce system, we will be able to better serve all customers and

more clearly identify opportunities for collaboration. Additionally, the Virtual Workforce Center will provide greater access to workforce services for both job seekers and employers.

Evaluation of Prior Year Performance:

Outcomes for all workforce system employment and training programs were directly impacted by the jobless recovery and budget reductions initiated by Congress. This is evidenced by the FY 2010 decrease in the percentage of all job seekers and UI claimants obtaining employment by the first quarter after services were provided, and the decrease in the number of employers accessing workforce services. The exceptions were those receiving training, which speaks directly to the competitive edge that recent training and achievement of credentials provides to those seeking employment.

Despite these challenges, the percentages achieved met the US Department of Labor standards for “entered employment” at the 80% of goal or greater level. This is considered acceptable and not subject to a corrective action plan process. Workforce Development Programs expects to improve program performance with the strategies detailed above as the economy strengthens and additional jobs are created.

Key Workload Indicators:

	FY 2009	FY 2010	Percent Change	FY 2011 Projection	FY 2012 Projection
Total Job Seekers Served	544,004	499,702	-8.1%	452,096	425,321
Total UI Claimants Served	318,078	303,298	-4.6%	274,403	256,694
Total Job Seekers Receiving Training Services	11,196*	8,711	-22.2%	8,533	8,121
Total Job Openings Received	97,416	103,481	+6.2%	108,552	111,468

*Includes those served with American Recovery and Reinvestment Act funds. Only a small amount of these funds remained to be spent during FY2010, thus reducing the numbers that were trained during that year.

II. Employee Engagement and Accountability:

Objective: Establish a culture of employee engagement and accountability resulting in high performance

Measurement: Employee engagement will be demonstrated through improved results on the twice-yearly CDLE employee survey.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Improve employee survey results by 15% over 3 years	Benchmark	62.0%	65.1%	68.4%	71.3%
	Actual				

Measurement: 100% of managers and supervisors go through new performance evaluation training.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% performance evaluation training	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- During FY 12-13, programs will implement mechanisms for staff to provide input to guide strategic planning and support the restructuring of programs in the Division
- Each program will incorporate CDLE’s values and align behaviors into managers’ performance plans
- Programs will provide regular all-staff meetings utilizing available technology to allow employees across the state to participate
- Improved engagement will be measured through the twice-yearly employee satisfaction survey

III. Process Improvement:

Objective: Reform and Improve Key Processes

Measurement: Identify and implement at least one key process improvement annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Implement 1 process improvement annually	Benchmark	1	1	1	1
	Actual				

Measurement: The Rural Consortium will provide training to 100% of local regions annually.

Performance Measure #4a	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% of local regions trained.	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: CWDC will train 100% of new members.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% of new CWDC members trained.	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- During FY 12-13, Workforce Development Programs will begin the use of electronic forms to create and manage on-line sign-off and tracking of internal documents.
- The Colorado Rural Workforce Consortium will create a level of consistency and performance through a regularly updated Operations Manual and providing training on how to use the manual, providing training on best practices through the Virtual Workforce Centers, Business Services standardization, and coordination of resources and marketing.
- The CWDC will develop an electronic member handbook and orientation training to increase the engagement and knowledge of CWDC members and local Workforce Investment Board (WIB) members. This will be used by CWDC to train and support all members and serve as a template for consistent messaging to all local WIBs.

Context: These initiatives will create improved consistency, continuity, and efficiency as well as greater engagement and better information.

IV. Technology:

Objective: Implement optimal technology solutions to deliver timely and accurate customer service

Measurement: Successful implementation of all new IT projects.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% successful IT project implementation	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 3,000 new individuals and businesses will participate annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
3,000 new entities participate annually	Benchmark	3,000	3,000	3,000	3,000
	Actual				

Strategies:

- During FY 2012-13, Workforce Development Programs will expand statewide access/usage of the Virtual Job Fair technology to support hiring by employers and access to job openings by individuals. It is anticipated that more than 3,000 individuals will benefit from this new service.
- As part of a recent upgrade to e-colorado.org, Employment and Training’s knowledge management portal, Workforce Development Programs (WDP) has purchased on-line forms creation and management software. WDP will train staff in the use of the software and be the first to utilize this capability. Then, this capability will be made available to all sections of the Division and the statewide network of workforce centers. The result will be the reduction in paper documents and the streamlining of internal review processes
- The Rural Workforce Consortium will complete development of the first phase of Virtual Workforce Centers at the Libraries. This partnership with the libraries will provide workforce center services to communities without workforce centers.

Context: As resources, including staff, time, and funding, become more scarce, the Employment and Training division is working to create more efficient ways to hold meetings and meet customer needs through technology. Virtual meetings, job fairs, and workforce centers enable more customers, partners, and staff members to participate and in a more cost effective and convenient manner.

V. Partners and Stakeholders:

Objective: Increase opportunities with strategic partners and stakeholders to provide value to Colorado.

Measurement: 90% active participation of council members.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
90% active participation of council members	Benchmark	90%	90%	90%	90%
	Actual				

Strategies:

- The CWDC will convene partners and stakeholders to align the efforts of economic development, education, workforce development, government and business at the local, regional and state levels.
- The Consortium will engage in a comprehensive asset mapping effort with its partners to identify influence points, tell its story, identify advocates and testimonials, and then develop strategies to maximize those assets.

- The statewide network of workforce centers and community colleges in conjunction with Workforce Development Programs will begin the implementation of the Trade Adjustment Assistance (TAA)/Community College grant. This grant targets the development of training programs in the green energy industry for TAA program participants.
- A new strategy for business outreach will be developed that serves community colleges and the workforce centers and avoids duplication of efforts.

Context: We must utilize these challenging times to get better at what we do, to increase effectiveness and responsiveness to ensure ease of business in government, to eliminate redundancies where possible, increase collaboration, leverage resources, and increase communication. Employment and training recognizes that it “cannot do it all.” The Division will do what it does best, and link to the rest. The synergies we find by working closely with our partners and stakeholders will enable us to provide increased value even during these challenging times.

Unemployment Insurance

The mission of the Unemployment Insurance Program is to provide unemployment insurance in a fair, timely, accurate, and efficient manner to the employers and citizens of Colorado, to stabilize the workforce, and to minimize the impact of unemployment on the state's economy.

I. Customer Service:

Objective: Increase customer satisfaction through more timely and effective interactions with claimants and employers

Measurement: Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey and after a baseline is set will increase by 5% annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Customer Satisfaction will increase by 5% annually	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Strategies:

- Reorganize and redirect resources toward direct customer service
- Hire and train to fill new positions
- Create metrics and baseline for satisfaction survey
- Continue to solicit feedback and improve customer service on both the claimant and employer side of the business
- Automate self-service systems for employers
- Address call wait times through:
 - ✓ Reducing staff turnover
 - ✓ Fully staffing the customer service center
 - ✓ Providing continuous training
 - ✓ Promoting use of the website
 - ✓ Clarifying content in the UI handbook

Context: Colorado's Unemployment Insurance (UI) workload has increased steadily since 2008. There were 169,862 Colorado initial claims filed in 2008; 284,708 were filed in 2009; and 237,928 were filed in 2010. The federal and state extended benefits program contributed to the increased claims workload. The extraordinary demands on all aspects of the UI Program's services impacted the ability to meet all of the required federal performance metrics, especially in the key areas of first-payment promptness and improper payments. Additionally, wait times for those trying to contact the UI Program have been as high as 3 hours over the last several years. Today, wait times have been reduced to an average of 1:39 but that is still not acceptable.

II. Employee Engagement and Accountability:

Objective: Establish a culture of employee engagement and accountability resulting in high performance

Measurement: Employee engagement will be demonstrated through improved results on the twice-yearly CDLE employee survey.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Improve employee survey results by 15% over 3 years	Benchmark		54.4%	57.1%	59.6%
	Actual	51.8%			

Measurement: 100% of managers and supervisors go through new performance evaluation training.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% performance evaluation training	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: At least 25% of managers’ time will be spent coaching, mentoring and developing staff members.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
25% of managers’ time coaching, mentoring, developing	Benchmark	25%	25%	25%	25%
	Actual				

Measurement: At least 10% of supervisors’ time will be spent coaching, mentoring and developing staff members.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
10% of supervisors’ time coaching, mentoring, developing	Benchmark	10%	10%	10%	10%
	Actual				

Strategies:

- Leaders create recognition and acknowledgment system for teams
- Clear, timely and transparent communications to staff
- Communicate and create opportunities for engagement in problem solving, strategizing, and analyzing progress towards performance goals

Context: Through our employee engagement survey, we know that employees don’t feel valued, respected or engaged. There is a lack of trust and accountability from the bottom up, top down and across programs within the Unemployment Insurance

division. There has been a turnover of leadership in the last five years (three directors) that has helped foster this environment. If we are to achieve our goals and change our culture, we must engage our employees and management and hold them accountable to transparent, consistent and well communicated performance standards.

III. Process Improvement:

Objective: Reform and Improve Key Processes

Measurement: Identify and implement at least one key process improvement annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Implement 1 process improvement annually	Benchmark	1	1	1	1
	Actual				

Measurement: Meet all federal compliance standards by FY 2014-15

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Meet all federal compliance standards by FY 2014-15	Benchmark	22	22	22	22
	Actual	11			

Objective: Improve processes to ensure timely and accurate benefits payments

Measurement: Meet or exceed federal performance metrics for first payment promptness

Performance Measure	Outcome	FY 2010 Actual		FY 2011 Actual		FY 2012 Goal		FY 2013 Goal	
		Metric	Change	Metric	Change	Metric	Change	Metric	Change
Meet or exceed federal performance metrics for First Payment Promptness*	National Benchmark >= 87%	87%	0%	87%	0%	87%	0%	87%	0%
	Actual	85%	-6%**	84.6%	-0.5%				

*Percent of *all* 1st payments made within 14/21 days after the week ending date of the first compensable week in the benefit year.

** FY 2009 Actual was 90.5%.

Measurement: Reduce the percentage of improper payments to the nationally acceptable level (as a percentage of all UI benefits payments)

Performance Measure	Outcome	FY 2010 Actual		FY 2011 Actual		FY 2012 Goal		FY 2013 Goal	
		Metric	Change	Metric	Change	Metric	Change	Metric	Change
Reduce the percentage of improper payments to the national acceptable level.	National Benchmark <= 10%	N/A	N/A	N/A	N/A	12.5% (National Average)	-28% (from current level)	10%	-20%
	Actual	17.8%	N/A	17.4%	-2.2%				

Strategy:

- Develop Process Improvement Team (PIT) Charter
- Identify renewal and reorganization gap analysis
- Establish framework for PIT functions and relationship with permanent organizational structure
- Establish training for new organization structure
- Utilize USDOL technical training assistance

First Pay Promptness:

- ✓ Reorganize our staff to focus on direct-service assignments
- ✓ Prioritize and reassign 90 percent of adjudicators to focus on issues related to first payment promptness
- ✓ Initiate an Internet claim-filing application for initial, additional, reopen, and extended benefit claims
- ✓ Track performance data for individual staff on a weekly basis and hold management and staff accountable for performance moving forward

Improper Payments:

- ✓ Develop a three pronged approach to reduce improper payments focused on: Prevention, Detection, and Collection
- ✓ Increased the number of staff resources dedicated to claim adjudication and to the detection and collection of improper payments
- ✓ Make technological improvements:
 - Secure a vendor that will automate the Benefit Payment Control (BPC) system, which will increase early detection of earnings overpayments by fully utilizing the National Directory of New Hires

- Replace the aging legacy benefit and premium systems in partnership with Wyoming, Arizona and North Dakota
- ✓ Reevaluate performance metrics in order to increase the improper payment-detection rate and decrease the rate of improper payments due to benefit-year earnings work-search verification, and unreported job separations
- ✓ Publicize and educate claimants on the definition of fraud and the penalties and consequences of fraud through the Internet, publications, and telephony system
- ✓ Provide specific information in handbooks and on the Internet for claimants to report their gross earnings in a timely and accurate way as well as logs to record their earnings and work-search activities
- ✓ Continue to use federal systems to verify alien status, validate social security numbers, and conduct cross-match audits
- ✓ Join the Treasury Offset Program (TOP) to recover improper payments via offset of federal-tax-refund payments

Context: In an effort to be “lean” and provide efficient, effective and elegant customer service, we must – daily – look at all of our systems and processes to identify how, when and where to change, alter and streamline our customer service delivery. This includes technology resolutions, but also includes eliciting ideas from those on the frontline administering the systems and processes and considering national best practices. The primary objective of the UI Program, in support of the citizens and businesses of Colorado, is to minimize the impact of unemployment on the state's economy by ensuring timely and accurate benefits payments to eligible claimants. These core principles ensure that efficiency, effectiveness, and integrity drive our program and support Colorado’s economy. In 2011 the UI program went through a reorganization and operations “renewal” process that has streamlined management, concentrated staffing in customer services and integrity functions, refocused training and certification, and reprioritized continuous process improvement. These efforts will allow the UI program to meet these identified performance metrics as well as all federal performance. Over the next three years, the Colorado UI Program will target meeting federal performance standards for 1) payment timeliness on unemployment insurance benefits; and, 2) minimization of improper benefits payments

Evaluation of Prior Year Performance:

First Pay Promptness

- Previous year’s plans were not successful because the internal policy of adjudicating only valid claims combined with a regulation allowing 14 days to request benefit payment results in the process to adjudicate a claim being scheduled after the first compensable week due date.
- The unprecedented workload and increased call volume causes claimants without Internet access to have difficulty getting through to the Customer Service Center (CSC) to file timely initial claims. This results in backdating the effective date of the claim which negatively affects first-pay promptness.
- In FFY12 more staff will be focused on direct-service duties and we will track, through the workload-distribution system, staff productivity.

Improper Payments

Colorado has three main root causes of improper payments: work-search, separation, and benefit-year-earnings issues.

- **Work-Search Verification**
In 2010, Benefits Accuracy Measurements (BAM) investigators found improper payments resulting from work-search issues. Many improper payments were established because claimants did not return the claimant questionnaire or

participate in the claimant-interview process, Improved communications with claimants, and training and coaching will be provided to all investigators. We will further analyze the nonresponses for any trends or patterns to determine if there are any identifiable barriers that contribute to the overall nonresponse rate.

- Separation Issues

The BAM program also found improper payments resulting from separation issues.

For the majority of cases where the UI Program had responsibility, BAM found that the UI Program either took incorrect action or failed to follow proper procedures. For the majority of cases where the claimant had responsibility, the claimant provided inadequate information. In some instances the employer did not provide any information or provided late or inadequate information. The UI program has developed a plan to address efforts to communicate to the employer the need for their participation and responsibility in maintaining the integrity of the UI Program as well as renewed efforts to effect positive change in the quality of its determinations.

- Benefits-Year Earnings

The BAM program found improper payments resulting from benefit-year-earnings issues. This occurs when claimants either did not report their earnings or reported their earnings incorrectly when requesting payment. The improper payments were generally detected through the claimant interview and/or through verification of wages. We are improving communications to help claimants understand their responsibility to properly report any work and earnings while receiving benefits.

Key Workload Indicators:

Number of Weeks Claimed

Calendar Year	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Forecast*	2013 Forecast*
UI Weeks Claimed	1,198,286	1,189,924	1,562,509	3,673,371	3,386,823	2,819,327	2,003,132	1,751,309

*Forecast assumes moderate growth in the economy.

IV. Technology:

Objective: Implement optimal technology solutions to deliver timely and accurate customer service

Measurement: Successful implementations of all new IT projects.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% successful IT project implementation	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- Join Consortium (WyCAN – Wyoming, Colorado, Arizona and North Dakota) to maximize federal funds and reduce the need for state funds to replace CATS and CUBS systems.
 - ✓ Colorado fit gap/ on boarding review requirements to assure our ability to participate in the consortium
 - ✓ RFP development for vendor
 - ✓ Select vendor
 - ✓ Development and implementation of new systems
- My UI Employer internet self-service implemented

Context: UI technology is outdated and inflexible. The legacy mainframe system was brought online in 1985 and does not have the capabilities of modern systems. As a result, some UI staff must manually account for some claims and necessary programming changes take a great deal of time and resources. The limitations of our CUBS and CATS systems make it much more difficult to keep up with the workload and provide timely and efficient services to claimants and employers.

V. Partners and Stakeholders:

Objective: Increase opportunities with strategic partners and stakeholders to provide value to Colorado.

Measurement: New rulemaking will reflect 100% stakeholder outreach.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% stakeholder outreach for proposed rules	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 80% of stakeholders acknowledge that their views were heard during the rule making process.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
80% of stakeholders' views heard	Benchmark	80%	80%	80%	80%
	Actual				

Strategies: Leverage key partnerships internally and externally.

Division of Workers' Compensation

The Division of Worker's Compensation's (DOWC) mission is to assure the quick and efficient delivery of disability and medical benefits to injured workers at a reasonable cost to employers, without the necessity of litigation.

I. Customer Service:

Objective: Increase customer satisfaction

Measurement: Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey and after a baseline is set will increase by 5% annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Customer Satisfaction will increase by 5% annually	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Objective: Reduce costs associated with workplace accidents for employers participating in the Premium Cost Containment program (PCC).

Measure: Reduce costs associated with workplace accidents for employers participating in the Premium Cost Containment Program (PCC) by five percent annually.

Performance Measure	Outcome	FY 2008-09 Actual		FY 2009-10 Actual		FY 2010-11 Actual		FY 2011-12 Goal	
		<u>reduction</u>	<u>change</u>	<u>reduction</u>	<u>change</u>	<u>reduction</u>	<u>change</u>	<u>reduction</u>	<u>change</u>
Reduce costs associated with workplace accidents for employers participating in the Premium Cost Containment program (PCC) by 5% annually. *	Benchmark	\$15.5M		\$16.3M	5.0%	\$17.1M	5.0%	\$17.9M	5.0%
	Actual	\$12.2M		\$34.9M*	185%	\$17.1M	(51%)		

* This is measured in reduced costs in the latest year as compared to the previous year. PCC accident cost reduction.

Strategies:

- Rollout customer service survey
- Evaluate responses
- Make appropriate changes

- Involve more employers in the Premium Cost Containment (PCC) program by:
 - ✓ Actively participating at events frequented by targeted employers to leverage opportunities for education.
 - ✓ Working closely with workers' compensation insurers and brokers to promote the effectiveness of the PCC program so that they will in turn encourage policyholder participation.

Context: The DOWC exists to administer the workers' compensation system in a manner that assures the quick and efficient delivery of disability and medical benefits to injured workers at a reasonable cost to employers, without the necessity of litigation. The customers we serve expect us to accomplish this mission as effectively and efficiently as possible. The division therefore believes that this expectation is best met through active communication and engagement with our customers on a regular basis.

Evaluation of Prior Year Performance:

The remarkably high reduction figure for the previous year is attributable to a single employer's year over year accident cost reduction. This particular employer had suffered a sixteen-million dollar loss in the year prior to joining the program and therefore realized a massive reduction the following year in comparison.

Key Workload Indicators:

Key workload indicators include the total number of employers certified each month and year, number of educational outreach events for the purpose of increasing participation in the program, and number of employer site visits for the purpose of verifying program effectiveness.

Premium Cost Containment Program	FY 2008-09	FY 2009-10	FY 2010-11
Educational Outreach Events	19	7	13
Employer Program Audits and On-Site Visits	6	2	8
Certified Employers	1,920	1,923	1,698

II. Employee Engagement and Accountability:

Objective: Establish a culture of employee engagement and accountability resulting in high performance.

Measurement: Employee engagement will be demonstrated through improved results on the twice-yearly CDLE employee survey.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Improve employee survey results by 15% over 3 years	Benchmark		63.4%	66.6%	69.5%
	Actual	60.4%			

Measurement: 100% of managers and supervisors go through new performance evaluation training.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% performance evaluation training	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 100% staff participation in staff development.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% participation in staff development	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- Establish a training or staff development program specific to the needs of every unit within the DOWC
- Begin implementing the above training, with at least one training to occur for each unit within the division
- Conform with department-wide efforts to survey employees for engagement and respond with appropriate actions, establish a management team to analyze the results to lead an employee involved collaborative group to recommend change actions

Context: The DOWC recognizes that our success is dependent on the skills, training, and commitment of our staff members. To ensure that our staff members are ready to meet shifting and growing challenges, we are prepared to make the important investments needed to maintain and expand their capabilities and to inspire innovation. Through active and continual involvement of our staff in the development of our strategies and day-to-day work we will create the essential platform for success.

III. Process Improvement:

Objective: Reform and Improve Key Processes

Measurement: Identify and implement at least one key process improvement annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Implement 1 process improvement annually	Benchmark	1	1	1	1
	Actual				

Strategies:

- Identify at least two existing staff members to assist the DOWC supervisor of project and data management in his role a key coordinator of the department’s process improvement initiative

- Train the above-identified staff members in the LEAN method of process improvement, and begin practical application of the process improvement with at least one program
- Review 40 recommendations for amendments to the workers' compensation rules of procedure, as submitted by key stakeholders

Context: The DOWC has numerous programs that serve the public and our stakeholders in many ways. How these programs fulfill their objectives is dependent on dynamic processes that require continuous review. The DOWC is committed to discovering the best method for reviewing work processes, evaluating the alternative means to accomplish any particular task, implementing the optimal alternative as efficiently as possible, and monitoring its success.

IV. Technology:

Objective: Implement optimal technology solutions to deliver timely and accurate customer service

Measurement: Successful implementation of all new IT projects.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% successful IT project implementation	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 100% system uptime (not including planned maintenance outages)

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% system uptime	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- Maintain key elements of existing automation systems through collaboration with OIT by ensuring that key staff members with needed training and experience are available to serve DOWC needs
- By June 2013, analyze progress and success of one other state agency's effort to migrate their automation system from a mainframe to a client/server platform

Context: The Division continues to utilize a mainframe computer system developed in 1991 when the Division was created. As technology changes and fewer people with the ability to support such a legacy system are available, the Division will continue to examine the potential to move to a different system and is hopeful that consideration will be given to implementing a newer system at a statewide level.

V. Partners and Stakeholders:

Objective: Increase opportunities with strategic partners and stakeholders to provide value to Colorado

Measurement: New rulemaking will reflect 100% stakeholder outreach.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% stakeholder outreach for proposed rules	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 80% of stakeholders acknowledge that their views were heard during the rule making process.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
80% of stakeholders' views heard	Benchmark	80%	80%	80%	80%
	Actual				

Strategies:

- Formally identify DOWC partners and stakeholders
- Begin research of best methods for surveying DOWC partners and stakeholders for how well they feel involved with, heard, and respected by the DOWC
- Select a method for the above
- Begin surveying partners and stakeholders

Context: The DOWC requires a high level of involvement with stakeholders in order to be effective in the formulation of policy and to be responsive to the needs of all customers. The growing complexity of issues affecting the workers' compensation system, as well as the expanding number of interested parties, requires more sophistication in the engagement of stakeholders. The DOWC is committed to being a leader in reaching out to and hearing from these important partners.

Division of Labor

The mission of the Division of Labor is to aid Colorado employees, employers, and the general public through the responsible administration, regulation, and enforcement of Colorado labor laws.

I. Customer Service:

Objective: Increase customer satisfaction

Measurement: Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey and after a baseline is set will increase by 5% annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Customer Satisfaction will increase by 5% annually	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Objective: Provide assistance to employers and employees in understanding and complying with Colorado’s labor laws through the comprehensive program of “Compliance through Education” and successfully resolve wage disputes in a timely fashion.

Measurement: Successfully resolve 85% of claims through mediation, conciliation, and other efforts.

Performance Measure	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Goal	FY 12-13 Goal
Percentage of claims successfully resolved* through mediation, conciliation, and other efforts.	Benchmark	85%	85 %	85 %	85%
	Actual	84 %	85%		

* Successful claims include paid wage claims and achievement of employer compliance. Unsuccessful claims include employer bankruptcy, lack of Division authority, and employer noncompliance.

Strategies:

- Constant refinement of publications and website content in conjunction with Google analytics results and search trends;
- Increased outreach to a broad customer base through multi-method educational programs (10+ new website partnerships);
- Modifications to phone system options based upon call assessments and classification.
- Continue to utilize a multifaceted approach in making sure that employees are treated fairly including:
 - ✓ Extensive educational efforts;
 - ✓ Rulemaking, and
 - ✓ Compliance activities
- Focus on: increased staff training
- Improve, and standardize agency claim processing and quality control review procedures

Context: The customer base for the Division of Labor includes employees, employers, third-party representatives, law firms, and many others. All such customers seek and request timely and accurate information; desire a fair opportunity to present their perspective or inquiry to the agency; and wish to be treated with respect, professionalism, and impartiality. The Division of Labor’s educational materials are at the forefront of establishing and conveying Colorado’s workplace requirements; creating, maintaining, and revising publications and public materials are crucial to ensuring that customers are well educated and informed through all phases of their interactions with the Division. Diversity in methods of correspondence, expediency in response to inquiries, and expertise in the subject matter are common preferences of the Division’s customers.

Evaluation of Prior Year Performance: A new Wage Order and minimum wage were successfully issued and implemented on schedule, and new Advisory Bulletins were issued on their target date (and subsequent improvements have also occurred). Accompanying fact sheets, guides to the law, and staff training documents were all updated and disseminated in a timely fashion. The Division’s 5,776 new claims in FY 10-11 were lower than the 5,857 new claims received in FY 09-10. The lower amount of new claims may be due to deteriorating economic conditions and a significant number of failed/bankrupt businesses, which lead to workers’ choosing not to file.

II. Employee Engagement and Accountability:

Objective: Establish a culture of employee engagement and accountability resulting in high performance

Measurement: Employee engagement will be demonstrated through improved results on the twice-yearly CDLE employee survey.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Improve employee survey results by 15% over 3 years	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Measurement: 100% of managers and supervisors go through new performance evaluation training.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% performance evaluation training	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- The Division is in the process of creating a wide array of new policies, charts, and checklists. These materials will clearly define employee expectations, resolve areas of uncertainty, and assist employees in meeting their professional and customer service goals.
- The Division is creating a peer review process to review closed claims with the goal of improving compliance officer adherence to the law.

- Employees at the Division have been afforded increased opportunities to avail themselves of training, education, professional advancement, and other programs that serve to improve workplace knowledge and skills while also boosting morale and camaraderie.

Context: The ongoing process and technological improvements at the Division of Labor, in tandem with a renewed emphasis on employee input and feedback, have created an atmosphere well suited to encouraging success, monitoring performance, and attending to areas of deficiency.

III. Process Improvement:

Objective: Reform and Improve Key Processes

Measurement: Identify and implement at least one key process improvement annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Implement 1 process improvement annually	Benchmark	1	1	1	1
	Actual				

Strategies:

- Review and update all Advisory Bulletins
- Review and modify all claims closure categories
- Create a peer review process to review closed claims with the goal of improving compliance officer adherence to the law

Context: The Division of Labor has initiated a number of significant process improvement projects; these new endeavors are ongoing and crucial to the efficient implementation of immigration and wage and hour laws. The projects provide staff with the tools to complete their work more rapidly, consistently, and professionally and subsequently enabled customers to better understand and utilize Division services and products.

IV. Technology:

Objective: Implement optimal technology solutions to deliver timely and accurate customer service

Measurement: Successful implementations of all new IT projects.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% successful IT project implementation	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

The Division of Labor will continue to implement planned and emerging eComp changes in scheduled phases, with ongoing testing, revisions, and increased functionality expected in both the short- and long-term. Changes include:

- Increasing program usability both internally and externally;
- Modifications to the online wage complaint submission form; and
- Adding extensive functionality to increase the efficiency of Compliance Officers.

Context: The technological goals of the Division of Labor are comprised of the constant assessment, refinement, and incorporation of new technologies and systems which attain improved staff and customer service experiences.

V. Partners and Stakeholders:

Objective: Increase opportunities with strategic partners and stakeholders to provide value to Colorado.

Measurement: New rulemaking will reflect 100% stakeholder outreach.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% stakeholder outreach for proposed rules	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 80% of stakeholders acknowledge that their views were heard during the rule making process.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
80% of stakeholders' views heard	Benchmark	80%	80%	80%	80%
	Actual				

Strategies:

The Division of Labor will collaborate extensively with a number of agencies and entities to:

- Communicate and cooperate on areas of common interest;
- Provide employers and employees with compliance assistance information;
- Conduct joint investigations and share information as appropriate;
- Offer Division services and educational presentations.
- Post new Division of Labor content and materials on partner websites.

Context: The Division of Labor actively collaborates and partners with many different agencies, organizations, associations, and individuals. The common goals of all such interactions include information sharing, an increased ability to enforce Division laws and regulations, receipt of constructive feedback on Division services, laws, and regulations, and the dissemination of educational information to the public.

Division of Oil and Public Safety

The mission of the Division of Oil and Public Safety (OPS) is to protect the public and our environment by ensuring the safe storage and use of fuel products and explosives, and the safe operation of amusement rides, boilers and conveyances.

I. Customer Service:

Objective: Increase customer satisfaction

Measurement: Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey and after a baseline is set will increase by 5% annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Customer Satisfaction will increase by 5% annually	Benchmark	TBD	+5%	+5%	+5%
	Actual				

Objective: Protect public health and safety by minimizing hazards that could cause injuries

Measurement: Reduce the number of field inspections with noted violations to 20% by 2016.

Performance Measure	Outcome	FY 09-10	FY10-11	FY11-12	FY12-13
		Actual	Actual	Estimate	Request
Percent of field inspections with noted violations.	Benchmark	25%	25%	25%	25%
	Actual	26%	29%		

This measure indicates the percentage of amusement ride, boiler, conveyance, explosive storage facilities, conveyances, and petroleum storage tank facility inspections with noted violations.

Strategies:

- Begin developing customer service surveys for OPS customers
- Implement random customer service surveys following customer interactions in the field and office
- Increase the amount of online and electronic transaction options for customers to use in lieu of paper
- Minimize hazards that cause injuries by increased enforcement of violations noted during field inspections.
- Place a high priority on thorough and quality inspections that effectively identify violations.
- Use inspector time to instruct facility operators on proper methods to achieve compliance, which will directly minimize hazards that could potentially cause accidents or injuries.

Context: State government exists to serve the public, and only through great customer service for both our internal and external customers will we realize our vision of quality and excellence in all we do. By July 1, 2012 begin implementing random customer service surveys following customer interactions in the field and in the office. The survey data will be evaluated to identify and develop ways for us to better serve our customers' needs. Other ongoing customer service initiatives include

transition to a more paperless environment utilizing more electronic report submittals and enhancements to the existing online fee payment and electronic fund transfer capabilities that already exist in the Oil and Boiler programs, expanding them to all OPS programs by December 2013.

Evaluation of Prior Year Performance:

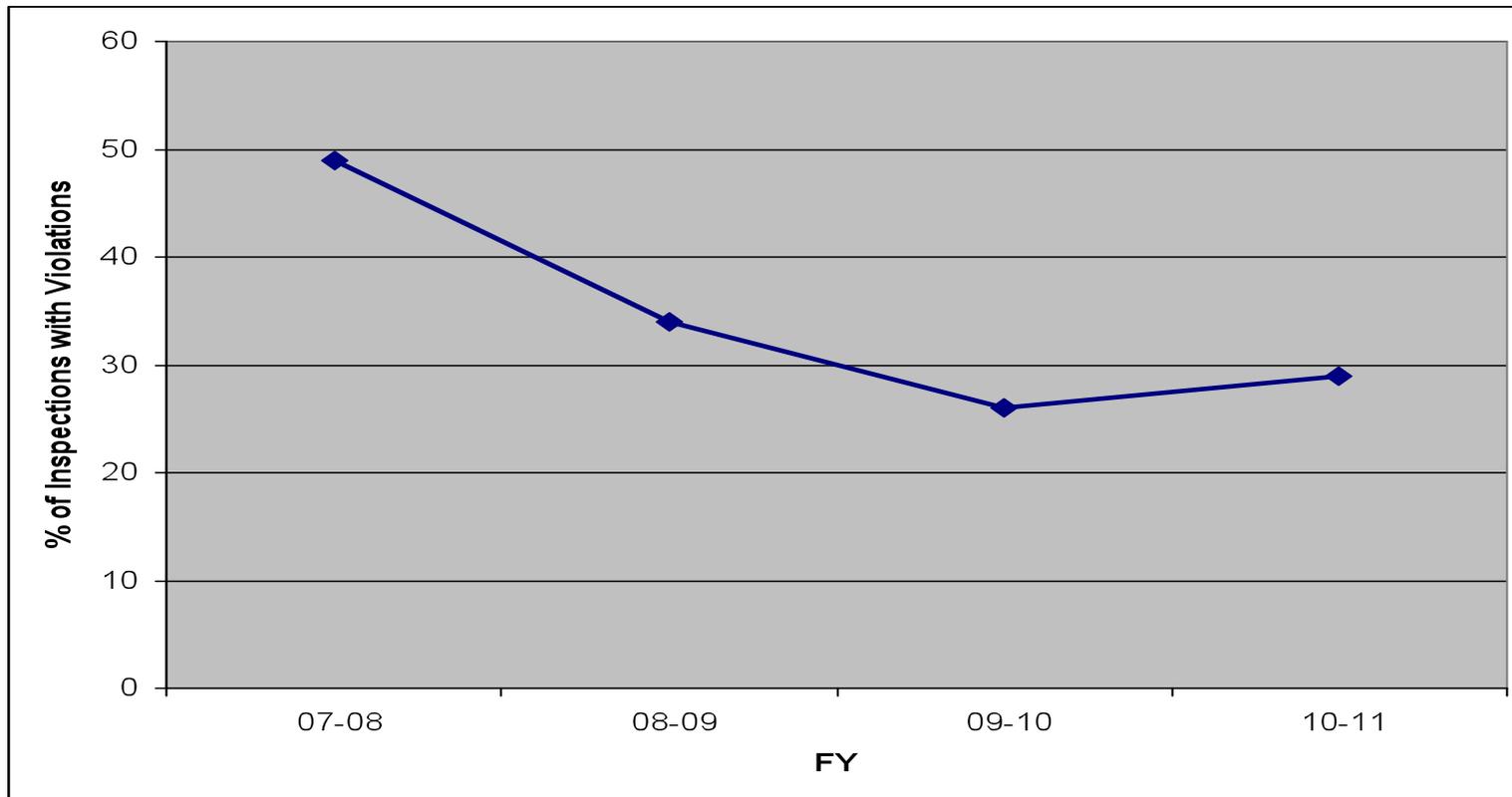
Significant enhancements to inspection procedures, inspector training and focus on quality over the last year have resulted in a higher rate of violation identification. Inspectors are spending more time educating owners on compliance requirements during field inspections. Therefore, over the next few years we expect to see improvements in the compliance rates and a reduction in field violations.

Key Workload Indicators:

Number of facilities: 26,104

Number of facilities inspected: 17,452

Number not in compliance: 6,480



II. Employee Engagement and Accountability:

Objective: Establish a culture of employee engagement and accountability resulting in high performance

Measurement: Employee engagement will be demonstrated through improved results on the twice-yearly CDLE employee survey.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Improve employee survey results by 15% over 3 years	Benchmark		74.2%	77.9%	81.3%
	Actual	70.7%			

Measurement: 100% of managers and supervisors go through new performance evaluation training.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% performance evaluation training	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 100% of staff participate in peer review process.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% participation in peer review process	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- Engage employees by implementing peer review process in all OPS sections
- Improve method of tracking peer review results
- Incorporate peer review results in employee performance plans for 2012-2013

Context: While most sections in OPS already conduct peer reviews to ensure quality and consistency of technical work products, an improved method of tracking peer review results will be implemented by July 1, 2012. The new peer review process will also include an evaluation by peers for core competencies, not just the technical quality and timeliness of work products. These peer review evaluation results will be included as part of the employee’s performance plans. Only through sharing of ideas, challenging the status quo, performance ownership, and a can-do attitude from all OPS employees, will we be successful in accomplishing our vision, mission and commitments.

III. Process Improvement:

Objective: Reform and Improve Key Processes

Measurement: Identify and implement at least one key process improvement annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Implement 1 key process improvement annually	Benchmark	1	1	1	1
	Actual				

Strategies:

- Begin evaluating all major regulatory review and approval processes within OPS
- Implement changes to improve quality and efficiency of service delivery

Context:

The OPS utilizes hundreds of processes in the daily implementation of its various regulatory programs, in the office as well as in the field. While the processes are routinely evaluated and improved upon, there is always room for further improvement. OPS will be conducting a reorganization and consolidation of the three Oil programs (Inspection, Remediation and Fund), which will result in numerous process improvements, some through the elimination of duplicative or redundant efforts. Another area of focus is the transition towards a paperless environment. Continuously seeking and implementing employee driven process improvements will enable OPS to effectively accomplish our vision and our mission to ensure environmental protection and public safety.

IV. Technology:

Objective: Implement optimal technology solutions to deliver timely and accurate customer service.

Measurement: Successful implementations of all new IT projects.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% successful IT project implementation	Benchmark	100%	100%	100%	100%
	Actual				

Strategies:

- Complete a consolidated OPS Enterprise Database, which will help transition OPS towards a paperless environment.

Context: Each section within OPS currently stores, accesses and processes data utilizing separate disparate databases that don't communicate with each other. These database applications are built on platforms that are obsolete and no longer fully supported, and their failure could potentially impact OPS operations. Two years ago OPS submitted a decision item and capital construction request to procure and build a consolidated Enterprise Database to support all the OPS programs on one platform and move to a paperless environment. This \$1.6 million request was approved in 2009. The RFP for vendors was

developed in 2010, and in September 2011 a vendor was selected and has already begun preliminary work on the Enterprise Database.

V. Partners and Stakeholders:

Objective: Increase opportunities with strategic partners and stakeholders to provide value to Colorado.

Measurement: New rulemaking will reflect 100% stakeholder outreach.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
100% stakeholder outreach for proposed rules	Benchmark	100%	100%	100%	100%
	Actual				

Measurement: 80% of stakeholders acknowledge that their views were heard during the rule making process.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
80% of stakeholders' views heard	Benchmark	80%	80%	80%	80%
	Actual				

Measurement: Participate in at least 5 major outreach events annually.

Performance Measure	Outcome	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Participate in at least 5 major outreach events	Benchmark	5	5	5	5
	Actual				

Strategies:

- Identify important outreach events
- Schedule participation in outreach events

Context: The cornerstone of OPS's success and ability to get things done, and the one thing that separates OPS from other regulatory agencies are the great relationships we have with our partners and stakeholders. The trust and confidence that our partners and stakeholders have in us, that is evidenced by them not just supporting but championing our initiatives, comes from our continuous engagement with them. By December 31, 2012 OPS will participate in at least five state or national meetings actively engaging with partners and stakeholders. Some of the events will include partnering with other state environmental regulatory agencies such as CDPHE at an all-day outreach meeting hosted by the Colorado Hazardous Waste Management Society in October 2011, partnering with the federal EPA at the National Tanks Conference in St Louis in spring 2012, hosting the Western Weights and Measures Associations annual technical conference in Breckenridge in September 2012, conducting a series of outreach training events for the regulated community throughout the state, and partnering with local associations such as the Colorado Wyoming Petroleum Marketers Association and contractors and consultants.