

COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT
STRATEGIC PLAN FY 2009-2010

I. EXECUTIVE DIRECTOR'S LETTER

My fellow Coloradans:

The Colorado Department of Labor and Employment is an organization of people proud of their past and excited about their future. Above all, it is an organization defined by the character and integrity of its people.

The staff of the Department of Labor and Employment has already made some important strides in building the future but a lot of work still remains. Our people are finding new ways to respond to the needs of our constituencies and, in doing so, three essential factors have been put in place.

We Are Utilizing Information Technology

This is an important building block for the Department of Labor and Employment, helping us share knowledge and double our efforts at innovation and improvement. In 2008, a multi-year IT project came to completion with the launching of the Colorado Automated Payment (CAP) debit card. Since its inception in 1935, jobless benefits have been paid to individuals by issuing them a check every two weeks while they look for work, a process that has been costly and time consuming.

With the CAP Card, claimants no longer need to wait for a check to arrive in the mail. Instead, funds are automatically deposited to the CAP Card account on a biweekly basis. The CAP Card is accepted anywhere Visa is accepted and money can be accessed at banks and ATMs. In addition to the convenience and security the CAP Card offers the claimant, it provides cost savings and improved efficiencies that benefit the state as a whole. The costs associated with purchasing and warehousing paper, printing and mailing checks and bank-processing fees will be eliminated, cutting costs significantly. First year savings on postage costs alone totals \$209,475.00.

We Are Creating Service Delivery Efficiencies

As important as Information Technology is, the notion that it can simply be plugged in to quickly and easily enhance customer service is a myth. Technology in itself is no panacea. It requires innovative ideas and people working together. In the coming years, with an expected downturn in the economy, businesses and citizens will require a reactive and effective workforce system that is agile and can respond rapidly to ease the suffering of our citizens. Streamlined and efficient state operations will support prompt action and enable us to obtain additional federal dollars to deal with the situations that will unfold.

Legislation passed during the 2008 session will help the department respond to the ever-changing demands of the state's workforce system. The department successfully assumed the Colorado Workforce Development Council from the Department of Local Affairs. The transfer will bring about a number of efficiencies which will result in reduced duplicative administrative bureaucracies, will support funding efficiencies and provides for more aligned implementation of initiatives geared toward the needs of business and citizens served through the state workforce system.

Four pieces of legislation directly related to an audit of the Division of Oil and Public Safety passed successfully with unanimous support. In addition to receiving additional enforcement authority and regulation purview within its carnival and amusement rides program, the division's public school construction program made great strides toward achieving greater efficiency and effectiveness through House Bill 08-1027.

We Are Forging and Strengthening Partnerships

In an effort of true inter-agency collaboration, school districts, local fire jurisdictions and the divisions of fire safety and oil and public safety worked diligently to seek unanimous legislative support for House Bill 08-1027 which addresses funding deficiencies and provides greater flexibility when contracting with third-parties.

Legislation within the Office of Workforce Development grants the division the ability to receive external revenue, which would be used to maintain and enhance existing service delivery and to fund new initiatives. The benefits of this legislation have already been seen in the WELLS Center – an initiative between numerous partners, including the Colorado Department of Labor and Employment, the Colorado Center for Nursing Excellence, the University of Colorado Hospital Authority, the University of Colorado Health Sciences Center, the Central Colorado Area Health Education Center and Rocky Mountain Public Broadcasting System.

The years ahead are beckoning with opportunities as yet undreamed. Getting there is the work at hand. As we build a strong future, we will continue to think creatively, utilize our resources wisely and forge and strengthen our partnerships with the public and private sectors.

All of our constituencies expect this of us. More importantly, we expect it of ourselves.

Sincerely,

Donald J. Mares
Executive Director

II. INTRODUCTION, STATUTORY AUTHORITY, AND ORGANIZATIONAL CHART

A. INTRODUCTION

As the economic downturn of 2003 taught the future is uncertain and full of risk. Once again we face a critical downturn in the nation's economy. Coupled with that is the looming impact of our aging workforce. As baby boomers reach retirement age, huge gaps will appear in the labor market, gaps our workforce may not be able to fill. Similarly, those aging Coloradans will seek new training, educational and employment opportunities for a more fulfilling future.

Across the board Coloradans will have an increasing need for services. They deserve products and delivery systems to meet that demand. The strategic vision of CDLE is to ensure that the products and systems are not only in place, but that they are delivered efficiently and effectively. The Colorado Department of Labor and Employment will meet the challenges ahead with programs that directly impact workers and business every day in six important ways.

We connect job seekers with great jobs. We've been developing and nurturing America's most highly educated workforce for decades. With changing times we offer something more like a start-up business venture. With the transfer of the Workforce Development Council to CDLE we see great potential for enhancing the delivery of new programs and services throughout our network of Workforce Centers.

We provide an up-to-date and accurate picture of the economy that helps in decision making. Economic data collected and analyzed by Labor Market Information helps guide the future development of our economy as policy makers, educators, and employers develop their strategies into the next decade.

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 oversee the fair practice of wages and hours by assisting employers in understanding their rights and responsibilities.

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

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 boilers are operating safely and properly, that leaking petroleum storage tanks are remediated quickly and efficiently and that public schools are constructed and maintained in accordance with Building Code and Fire Safety Code.

As the workplace continues to change and new opportunities take the place of older ones that are being left behind, the Department of Labor and Employment will be there to help at every step on the road ahead.

B. STATUTORY AUTHORITY

Division of Employment & Training

Unemployment Insurance (UI) Program: 8-70-101 through 8-82-103, C.R.S. is the Colorado Employment Security Act which provides the enabling legislation for Colorado's UI Program. The UI program was originally authorized under the Social Security Act of 1935 and Federal Unemployment Tax Act (FUTA). These pieces of legislation continue today and other federal unemployment compensation legislation has been added including the Trade Act, Redwood Protection Act, Ex-Service Member's Unemployment Act and the Unemployment Compensation for Federal Employees Program.

Employment and Training Programs: The statutory authority for the Employment and Training Programs is found at Title 8, Article 71 of the Colorado Revised Statutes; Displaced Homemakers at Title 8, Article 15.5 of the Colorado Revised Statutes; the Wagner-Peyser Act of 1933 20 CFR Parts 652 et seq; Workforce Investment Act of 1998 (WIA) 20 CFR Parts 660 et seq; and Trade Adjustment Assistance (TAA) Program was created by Chapter 2 of Title II of the Trade Act of 1974 (Public Law 93-618) as amended and Trade Act of 2002 (Public Law 107-210) 20 CFR part 617.

Colorado Workforce Development Council: The statutory authority for the State Workforce Development Council is found at Title 24, Article 46.3 of the Colorado Revised Statutes.

Labor Market Information: 8-72-106 C.R.S. and various grant contracts with U.S. Department of Labor as a Federal/State Cooperative Program to track the Colorado economy by the activity that occurs within the labor force.

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 401 C.R.S. Provides for the regulation of above- and below-ground storage tanks.

Fuel Products: 8-20-101 through 415. C.R.S. This statute 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.

Public School Inspection: 22-32-124. C.R.S. Directs the Division to review and inspect all public school buildings and structures for conformity with building and fire codes.

Boilers: 9-4-103 (3) C.R.S. This statute 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. This is 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.

Division of Workers' Compensation

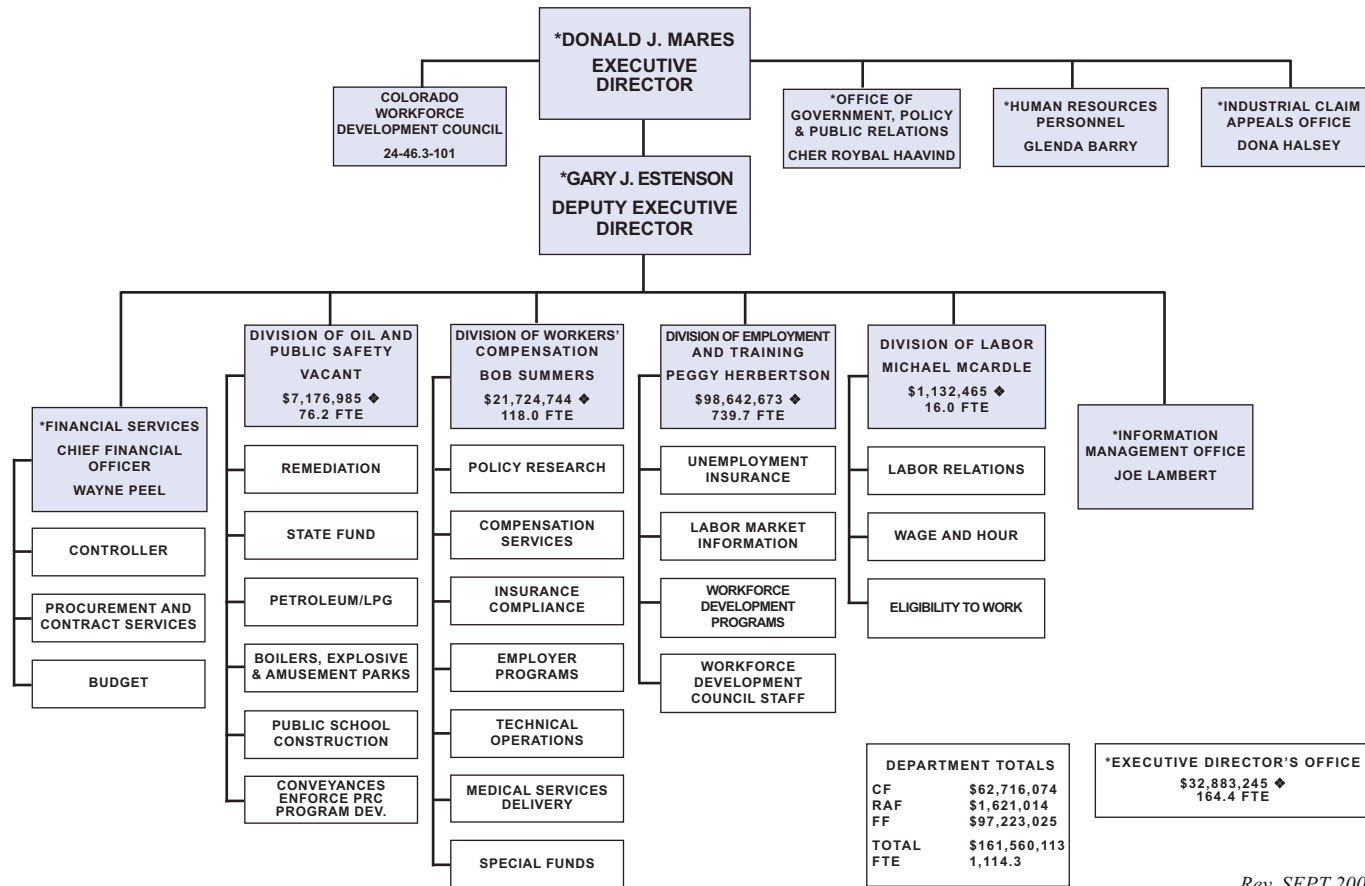
C.R.S. 8-40 through 47. The Colorado Division of Workers' Compensation is the state office responsible for administering and enforcing the workers' compensation law in this state. In doing so, it recognizes the intent of the Colorado General Assembly to ensure the quick and efficient delivery of disability 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 Act 8-14.5-101 C.R.S. states that any adjustments to premiums for workers' compensation insurance be granted on the basis of equity, rate adequacy, fairness, and insurer compliance with Colorado insurance rating laws. Also, participation in return-to-work programs, and premium volume discounts not exceeding fifteen percent, any other premium adjustments should be principally weighted in a manner primarily encouraging the adoption and successful implementation by insureds of effective workplace safety programs mainly encompassing risk management and medical cost containment procedures.

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 specified by statute. These Funds are closed to new injuries.

C. ORGANIZATIONAL CHART

Colorado Department of Labor and Employment



Rev. SEPT 2008

III. MISSION STATEMENT

The Colorado Department of Labor and Employment's mission is to maximize the value of employment, training and workers' compensation services; dispute resolution processes; and public and workplace protections to our customers and stakeholders. Our work, which is customer-oriented and results-driven, fosters economic growth by supporting businesses and workers. Support is provided through job matching resources, economic and labor market information and training opportunities, all of which advance commerce and lead to better wages for Colorado workers and their families.

IV. VISION

The Colorado Department of Labor and Employment will assist Colorado's workforce at every step in their career. We provide training to workers so they can find meaningful employment. We provide benefits to bridge the employment gap and help families when they are temporarily out of work. We provide a fast and efficient system to ensure that injured worker benefits are paid in a timely manner. We ensure wages earned are paid through enforcement of the state's labor laws and protect workers, consumers, and our children through the enforcement of safety regulations governing boilers, gas stations, petroleum storage tanks, and school construction projects. The Department will develop innovative concepts and sponsor policy initiatives that contribute to the building of the 21st Century workforce. The Department's goals of meeting the growing demands of a vibrant and dynamic workforce will be met by a dedicated staff through innovative funding streams, utilization of technology to provide our services in a more efficient and effective manner, and various partnerships throughout the state.

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

Objective 1: Provide quality, customer-driven employment and training services to job seekers and the business community through timely and accurate payment of Unemployment Insurance benefits, comprehensive labor market data & analysis, and result-driven workforce development.

Division Objectives: Workforce Development Programs

- a. Develop strategies to address the needs of high growth industries, to enhance incumbent worker training, to coordinate services in collaboration with the Colorado Community College System and the Adult Education and Family Literacy Programs, and to expand labor exchange opportunities for businesses.

Department Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Percentage of persons working in the quarter immediately following the receipt of workforce services.	Benchmark	60 %	61 %	62 %	62 %
	Actual	60.64%	61.68%		

Division Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Number of employers obtaining services through the workforce center system.	Benchmark	22,000	22,500	23,000	25,000
	Actual	22,319	21,549		

Strategy:

The department is dedicated to implementing the vision detailed in the **Colorado Promise**, to take an active role in economic development by focusing on the common goal of job creation. The following initiatives will assist the department in creating an environment within state government that promotes a shared economic vision and fosters collaboration across all levels.

Sector Initiatives

- ♦ Develop and implement a sector academy and tool-kit to implement workforce solutions for specific high-growth industries;
- ♦ Fund initiatives that result in regional economic growth;
- ♦ Leverage resources among the workforce system, industry, education and other stakeholders; and
- ♦ Negotiate with Community Colleges to align training programs across the state.

Technology Initiatives

The department will use technology to broaden our influence throughout Colorado. Collaborative technology initiatives will support talent development of Colorado's job seekers, students, employers, and workforce professionals. The various projects will enable access and use of learning resources through a comprehensive, easy-to-navigate electronic interface. E-Colorado portal and other technologies offer Colorado citizens anywhere, anytime educational and occupational opportunities that are designed to strengthen Colorado's competitive advantage.

Workforce Development Programs will continue to expand the use of technology in the following ways:

- ♦ Expand the use of online meeting software for local, regional, and statewide meetings and training.

- ♦ Increase the use by students and job seekers of the ePortfolio to organize and share education and career-related information with employers, counselors, and educators.

Evaluation of Prior Year Performance:

To meet the performance goals, specific strategies included targeted outreach for clients, enhancement of service delivery to job seekers and employers, and additional methods of tracking and reporting outcomes. Colorado successfully met its USDOL performance objectives during FY07-08. In FY07-08, Workforce Development Programs met nine of the twelve measures at 100% or more of the target level. The three remaining measures were met at 80% of target level which is considered successful by USDOL. This was the first year that Colorado was required to meet the federal performance measures so staff provided statewide training to all workforce centers delivering employment services regarding implementation and achievement of the measures.

Division Objectives: Unemployment Insurance Program

- Delivering accuracy, timeliness, and fairness in its services.
- Ensuring access to its Internet and telephony applications 24 hours per day, seven days a week.

Department Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Ensure that 90% of UI payments processed are accurate and timely.	Benchmark		90 %	90 %	90 %
	Actual	74%	82.3%		

Division Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Increase Internet usage to result in 50% of the UI Program's workload conducted via electronic means.	Benchmark		50 %	50 %	50 %
	Actual	42.1%	60.0%		

Strategy: Unemployment Insurance Programs will build on recent successes in improving the accuracy and timeliness of benefit payments through a continued, focused, self-assessment program that analyzes and detects systemic quality issues. The

program will use continuing education for both adjudicators and hearing officers to address these systemic issues. To increase the use of our internet tools, the program is initiating a two-year Internet Self-Service project. The Colorado Automated Payment (CAP) card replaced paper checks with a debit card as the method for paying unemployment benefits in May 2008. The program is pursuing the direct deposit of benefits as an additional convenience for unemployment beneficiaries.

Evaluation of Prior Year Performance: There were three major successes in SFY 2007-08 for the Unemployment Insurance Programs:

- ♦ Significant improvement was made related to the quality of UI decisions. The Appeals unit continued to excel in the area of lower authority appeals by obtaining a quality score of 98.7%, exceeding the U.S. Department of Labor target by almost 19%. The Operations branch achieved a monumental feat for the 4th quarter of 2007, by obtaining a score of 78.7% (75% to pass) in the area of non-separation quality. In addition, the score for first payment promptness was 91% exceeding the target of 87% and the percentage of new employer status determinations within 90 days of quarter end date was 85.3%, surpassing the target of 70%. The Integrity branch obtained a score of 68% for detectable/recoverable overpayments established for recovery. The target is 50%.
- ♦ Implementation of an electronic benefits payment card, the CAPCard, allowed the program to make all benefit payments electronically instead of by check. As a result, we have eliminated instances of lost or stolen checks, delivered payments to claimants earlier, and reduced operating costs.
- ♦ Increased access, reliability, and reduced staff workload by replacing the interactive voice response system that claimants use to file for benefit payments.

Objective 2: Increase efficiencies throughout the workers' compensation system resulting in cost savings.

Division of Workers' Compensation Objectives:

- a. Increase efficiencies throughout the workers' compensation system resulting in cost savings.
- b. Enforce the provisions of the Workers' Compensation Act to assure the quick and efficient delivery of disability and medical benefits to injured workers.
- c. Maximize the percentage of workers insured under the workers' compensation system.

Department Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Reduce the number of incorrect payments to injured workers entitled to benefits. Total dollar amount of incorrect payments detected and corrected	Benchmark	\$2,250,000	\$2,250,000	\$2,250,000	\$2,250,000
	Actual	\$2,003,533	\$2,250,000		

Division Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Reduce costs associated with workplace accidents for employers participating in the Premium Cost Containment program (PCC). This is measured in reduced costs in the latest year as compared to the previous year. PCC accident cost reduction	Benchmark	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000
	Actual	\$19,335,800	\$15,154,703		
Maximize the number of insured claims. Percent of claims filed where employer does not have workers' compensation coverage as required by law.	Benchmark	New	New	.26%	.25%
	Actual	.33%	.26%		
Investigate business that may not have workers' compensation coverage as required by law Number of establishments investigated.	Benchmark	New	New	1,746	1,921
	Actual	1,308	1,587		

Strategy: The Division will continue efforts to publicize its Premium Cost Containment (PCC) program and let employers know the benefits of participation. The Division will work with adjusters and review claim filings on a daily basis to ensure that injured workers receive the benefits to which they are legally entitled. The Division will also continue to conduct trainings for adjusters to ensure workers' compensation claims are handled properly. It is the Division's goal to see the number of incorrect payments decrease, as it will reflect that benefits are being paid properly in the first instance.

The three performance measures all involve the Division's coverage enforcement efforts. The Division's goal is for all employers to have workers' compensation insurance in place so that no worker is injured while working for an uninsured employer. The legislature has provided the Division with increased authority to take action against uninsured employers. The Division continues to use that authority to investigate and fine employers that are in violation. The Division is transferring resources to its coverage enforcement staff. In addition, the Division is identifying industries with the greatest likelihood for uninsured claims so that it can focus its efforts on those industries.

Evaluation of Prior Year Performance: Employers who implement the required elements of the Premium Cost Containment program reduce their accident costs. This is demonstrated every year by comparing accident costs before and after acceptance into the program. The Division has some impact on this number by publicizing the program and working with employers to make sure they properly implement the elements of the program. Nevertheless, the Division does not directly control the level of involvement by employers. Employers' interest in this program can fluctuate depending on the cost of purchasing insurance. Even employers who put all safety measures in place still may have accidents, and a major injury accident can impact these numbers.

While training and other tools are made available to insurers to try to ensure injured workers' receive the correct amount of benefits, the Division continues to find errors as reflected by this measurement. This measurement includes both overpayments and underpayments made to injured workers; however, the vast majority of incorrect payments are underpayments. In its oversight of day to day claims handling and filings from insurers the Division has moved toward "sampling." This process involves, where appropriate, reviewing a sample of an insurer's filings instead of checking all the filings. This process is one reason why the Division has been able to reduce the number of division claims managers and redirect resources to other areas. Nevertheless, the importance of the Division's oversight is reflected by this measurement. If the Division only reviews a sample of claims more incorrect payments could go by unnoticed. It is hoped that correct payments will be made without the Division's intervention and this measurement will go down, but this is not something that is under the direct control of the Division.

Objective 3: Protect the health and safety of the citizens of the State and prevent harm to our environment through inspections and recommendations for remedial actions related to petroleum products & storage tanks, explosives, boilers, and public school buildings.

Division of Oil and Public Safety Objectives:

- a. Protect the health and safety of workers, students, and all Colorado citizens.
- b. Protect the environment.
- c. Protect consumers.

Department Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Protect the health and safety of workers, students, and citizens by minimizing hazards that cause injuries, as identified through violations noted during field inspections: Percent of field inspections with noted violations.	Benchmark	10 %	10 %	20 %	20 %
	Actual	12%	18%		

Division Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Protect health and safety of workers, students, and citizens by minimizing hazards that cause injuries, as identified through deficiencies or violations noted during remediation and construction plan reviews, and permit and certification submittal reviews: Effectiveness determined based on a reduction in the percentage of plan, permit, and certification reviews that note safety violations.	Benchmark	New	30%	30%	30%
	Actual	35%	31%		
Protect the environment and minimize the number of petroleum releases by maximizing operational compliance through facility inspections. Effectiveness determined based on an increase in the percent of petroleum facilities that are operating in compliance with regulations.	Benchmark	70%	70%	80%	85%
	Actual	60.3%	66.7%		
Protect consumers by minimizing the amount of fuel sold that	Benchmark	3%	3%	3%	3%

is metered inaccurately or out-of-compliance with quality standards: Effectiveness determined based on a reduction in the percent of fuel inspected with quality and meter violations.	Actual	3.1%	2.1%		
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Strategy: The Division performance measures relate to ensuring public safety and protecting consumers, human health, and the environment. Strategies to ensure public safety include implementing quality control measures to improve the thoroughness of the Division’s field inspections. Violations or deficiencies noted and corrected as a result of field inspections should minimize the potential for incidents that can cause injuries to persons at these locations.

Strategies to protect human health and the environment include routine inspection of petroleum storage tank facilities to ensure that these facilities are operating in compliance with the Division’s safety regulations. The potential for petroleum releases from underground and aboveground storage tanks is minimized at facilities that are in operational compliance with release prevention and release detection requirements. In addition the Site Summary Form (SSF) has been revised to include the collection of additional data during the first 60 days following a release that will allow Remediation Section staff to better evaluate the risk the release poses to points of exposure. To better understand and define the source and cause of releases, the Division has created a new database for release report tracking that requires detailed information be collected concerning the source and cause. Analysis of these statistics will identify the most common areas associated with releases and allow our oil inspectors to focus on these areas during inspections.

Consumer protection is ensured by routine dispenser meter testing and product quality analysis. The Division’s petroleum inspectors annually inspect and test the meters on petroleum dispensers throughout the State. If the meter is inaccurate, the inspector will calibrate the meter at the time of the inspection. During an inspection, or in response to a consumer complaint, inspectors also collect samples of petroleum product. These samples are returned to the OPS Product Quality laboratory for analysis. If a sample does not meet specifications, steps are taken that may include shutting down the tank system until the issue is resolved, ensuring consumer protection.

Evaluation of Prior Year Performance: Overall, the Division is trending towards meeting the performance objectives. Results above the benchmarks can be explained by the increase in the number of inspections being performed, especially considering the new programs and added emphasis on existing programs. Going forward, all benchmarks are expected to hold relatively stable, with the exception of those related to operational compliance which is expected to improve with the new protections afforded by the Energy Act.

Objective 4: Serve the best interest of employees and employers through the responsible administration and enforcement of labor laws.

Division of Labor Objectives:

- a. The Division of Labor provides assistance to employers and employees in understanding and complying with Colorado’s labor laws through our program of “Compliance through Education.”
- b. To respond to written inquiries from the public and successfully resolve wage disputes in a timely fashion.

Department Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Percentage of Claims Successfully Resolved	Benchmark	New	70 %	70 %	70 %
	Actual	72 %	72%		

Division Performance Measures		FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Appr	FY 09-10 Request
Issue New Wage order	Benchmark	06/07	01/08	01/09	
	Actual	04/07	01/08		
Claims Processed	Benchmark	7,000	7,500	7,500	7,500
	Actual	7,401	7,564		

Strategy: The Division will continue to utilize a multifaceted approach in its mission of educating and assisting Colorado employers and employees; this approach consists of extensive educational efforts, rulemaking, and compliance activities. In order to meet the *percentage of claims successfully resolved benchmark*, the Division will focus on: increased staff training, new, improved, and standardized agency claim processing and quality control review procedures, and innovative ways to achieve compliance. The Division began preparing for the benchmarks of *New Wage Order* and *Advisory Bulletin Issuance* months ahead of their effective dates; the Division is actively engaged in comprehensive research, collaboration, and analysis as part of the preparation. The Division aims to meet *its claim processed* benchmark by continuing its outreach to the public,

including new website content, presentations at seminars and conferences, and constantly exploring new ways to reach out to employees in need of assistance.

Evaluation of Prior Year Performance: The Division met or exceeded all of its FY 07-08 benchmarks and goals. A new Wage Order was successfully issued on schedule, and new Advisory Bulletins were issued on their target date (and subsequent improvements have also occurred). Accompanying new documents (fact sheets, guides to the law, staff training documents) were all created and disseminated in a timely fashion. The Division recorded an all-time high record of claims processed with 7,564; this record high may be attributed in part to expanded online and e-mail services, as well as successful educational efforts. The 7,564 claims processed represent a 42% increase in claim and e-mail workload since FY 03-04. Percentage of claims successfully resolved also exceeded the benchmark for FY 07-08; the Division maintained its claim processing performance and processing capabilities.