

Colorado Department of Labor and Employment  
FY 2016-17 Annual Performance Evaluation (October 2017)

**Strategic Policy Initiatives**

The Department of Labor and Employment has identified five strategic policy initiatives for FY 2017-18 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2019 Performance Plan that capture the Department’s strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of October 1, 2017.

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

**Operational Measures**

**Strategic Policy Initiative #1: Consistently Deliver Exceptional Customer Service**

Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey.

Maintain a satisfaction rating above 90%.

Improve access to resources in the talent development system.

- Percent employers who agree: “My engagement with the workforce ecosystem helped me find the right number of employees with the skills and experience I need.”
- Percent job seekers and students who agree with: “My engagement with the workforce ecosystem helped me access the resources and/or training I need to find a job or advance my career.”
- Percent entering employment after services from the primary Workforce System job finding program
- Percent job retention after services from the primary Workforce System job finding program.
- Average annual wage after services from the primary Workforce System job finding program.
- Job placement for people with disabilities.

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	Q1 YTD FY18	1-Year Goal	3-Year Goal
<b>Customer Service Survey Results</b>	<b>67.3%</b>	<b>87.8%</b>	<b>96.8%</b>	<b>97.4%</b>	<b>NA</b>	<b>90%</b>	<b>90%</b>
Employer survey question agreement	NA	8%	12%	92.6%	NA	93%	NA
Job seeker and student survey question agreement	NA	NA	72.5%	85.1%	NA	86.1%	NA
% entering employment after services	NA	NA	NA	58.0%*	56.8%	52.5%*	NA
% job retention	NA	NA	NA	57.2%*	79.4%	49.2%*	NA
Median earnings	NA	NA	NA	\$4,992*	NA	\$4,871	NA
Job placement for people with disabilities	NA	1,339	2,482	2,296	NA	2,802	NA

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\*New federal measure

**Key strategies:**

- Developed multimedia survey response capabilities utilizing e-mail, Internet, and postcards
- Fostering an agency-wide culture of service based on values
- Utilizing customer feedback and strategic initiatives to improve service delivery
- Engaging employees across the agency through a cross-agency committee that focuses on customer service

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

Increase employee satisfaction by 5% annually up to 90%

Increase survey participation by 5% annually up to 90%

Retain high quality employees as measured by performance scores – existing employees score higher than those who separate

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	Q1 YTD FY18	1-Year Goal	3-Year Goal
Employee Satisfaction Rate	69%	81%	81%	81%	NA	*	90%
Employee Participation Rate	75%	75%	88%	77%	NA	*	90%
Higher performance scores for existing employees than those who separate	NA	higher	higher	higher	NA	higher	higher

\*Due to the statewide employee engagement survey, there will be no CDLE specific survey in FY18.

**Key strategies:**

- Maintain the Employee Quality and Excellence Plan (EQEP) as a tool, simplifying the tool and process and improve communication
- Encourage and support mentoring, coaching and development planning with staff
- Purposely make growth and development opportunities available to employees

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

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

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	Q1 YTD FY18	1-Year Goal	3-Year Goal
Number of Major Process Improvements	5*	7*	5*	8	6	6	6

\* Prior to the Division of Vocational Rehabilitation moving to CDLE the goal was 5 process improvement projects annually.

**Key strategies:**

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- Maintain a cross departmental process improvement team with skilled team lead and executive champion.
- Train individuals on the LEAN process
- Gauge/measure any other citizen impact in addition to time and cost savings.
- Collaborate internally through the established Process Improvement Initiative team

**Progress:**

- **FIT CWC LEAN** – The Combined Wage Claim Desk in the Unemployment Insurance reduced overall processing time by 15 days, reduced processing time for charging discrepancies by 60 days and reduced the items requiring review by 2,331.
- **Process Improvement Effort (PIE)** – The Division of Vocational Rehab (DVR) worked to implement a process improvement effort focused on realigning the intake and management process for DVR counselors and applicants. The new process saves 5,221 counselor hours per year.
- **CSC / HR Hiring Process** – The CDLE Human Resources office partnered with the Customer Service Center of the Unemployment Division to Lean the current hiring process for new customer service agents resulting in a reduction in the time to hire by one week, reducing time to schedule interviews by 2 days leading to a stronger applicant pool with a 25% increase in bilingual applicants and a 10% reduction in the number of candidate withdrawals.
- **Fund Intake** – The Division of Oil and Public Safety held a lean event aimed at streamlining the intake process for applications to the Petroleum Storage Tank Fund resulting in a 30% reduction in validation errors received in new applications.
- **ODT / HR Onboarding** – The Department looked at the current onboarding process with the goal of eliminating waste in the process while ensuring that new hires receive the information they need to succeed. Seven handoffs were reduced in the onboarding process.
- **Provider Education** – The Division of Workers’ Compensation used an upcoming technology opportunity to Value Stream Map all of their education processes 116 data points were identified saving OIT time and effort on data research and eleven areas for improvement will be LEANed during the next year.
- **Finance OPS Invoice Process** – The Finance section within the Department worked with the Division of Oil and Public Safety to streamline the process of payment for contractor invoices resulting in the elimination of unnecessary steps and a 39 day reduction in processing time, resulting in quicker customer payments.
- **WDP Data Requests** – The Workforce Development Program within the Employment and Training Division worked to create an online portal for managing incoming data requests eliminating backlogs and resulting in 40 hours of staff time savings.

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

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

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

Percent of critical systems with direct customer impact that are modernized through enhancement or replacement. Goal is 90%.

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	Q1 YTD FY18	1-Year Goal	3-Year Goal
% timely resolution of technology issues	97.6%	98.9%	98.3%	98.5%	99%	90%	90%
% systems availability	98.9%	99.1%	94.5%	99.6%	100%	90%	90%
% of critical systems modernized	NA	21%	29%	36%	NA	60%	90%

**Key Strategies:**

- A tracking mechanism was put in place to manage the overall portfolio of projects and critical services for the agency.
- Regular governance meetings are held to prioritize work efforts and proactively manage issues and risks.
- Better-prioritized efforts, “just-in-time” resourcing, better technology and financial decisions.

**Progress:**

Several large phases of projects completed during FY 2016-17:

- DOWC Modernization Phases 2.1, and 2.2 (functional enhancements to user experience and processing).
- DVR mission transfer of IT systems, including divisional hardware, software and technology processes.
- DWP Virtual Job Fair upgraded to new software and hosting platform.
- CLEAR (CDLE accounting system) Overpayments functional improvements
- CDLE Kronos timekeeping upgrade to version 8.0 in support of State-wide deployment
- UI Appeals system transformed onto a Salesforce.com application
- UI Data Validation completed for US Department of Labor

**Strategic Policy Initiative #5: Build and strengthen relationships with partners and stakeholders**

Survey two stakeholder groups per year to assess how CDLE could provide better service.

Hold at least 10 stakeholder group meetings annually through FY16.

Hold at least 15 stakeholder group meetings annually from FY2017 on.

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	Q1 YTD FY18	1-Year Goal	3-Year Goal
Stakeholder group surveys	2	2	2	2	NA	2	2
Stakeholder group meetings	NA	12	10	34	XX	15	15

**Strategies:**

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