

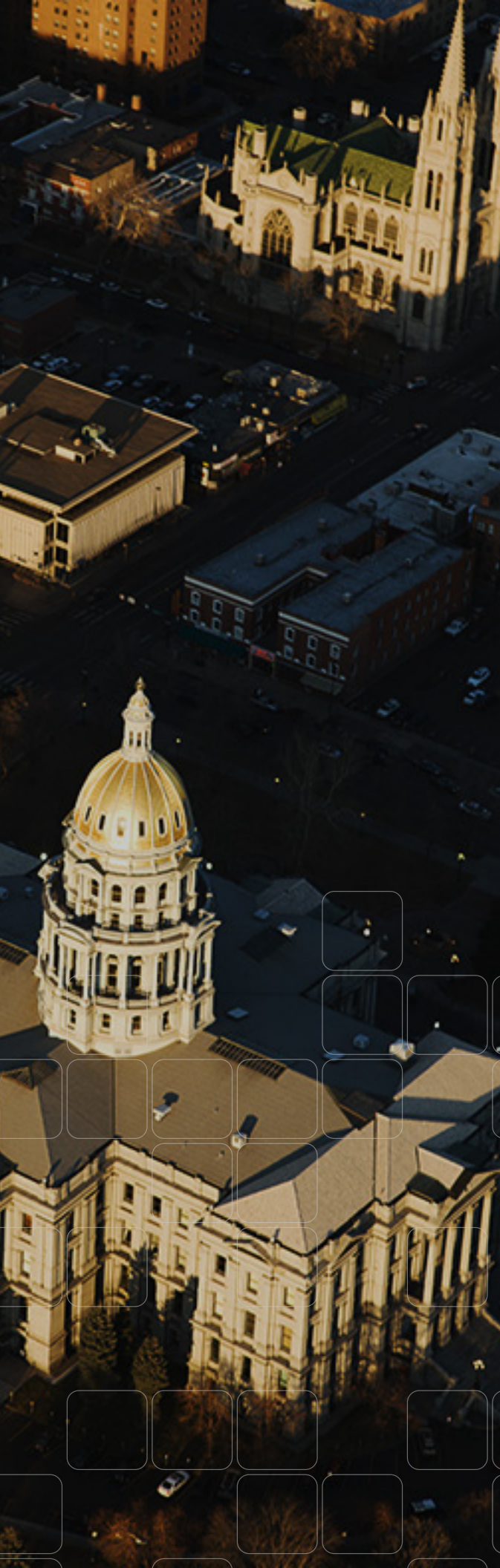


**COLORADO**  
Department of  
Labor and Employment



# COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT

## 2018-2019 PERFORMANCE PLAN



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# DEPARTMENT OVERVIEW

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**WELCOME** to the Colorado Department of Labor and Employment's (CDLE) Performance Plan for fiscal year 2018-2019. This plan presents CDLE's strategic path for 2018-19 with a focus on process improvement and exceptional customer service— two of CDLE's five strategic initiatives. The plan outlines the Department's objectives, performance measures and evaluation of success for meeting performance goals at the department-wide and division level to support our Strategic Initiatives.

The plan is prepared with guidelines and standards set forth from the Governor's Office of State Planning and Budgeting (OSPB) and in accordance with the 2013 State Measurement for Accountable, Responsive and Transparent Government (SMART) Act.

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## ABOUT THE COLORADO DEPARTMENT OF LABOR & EMPLOYMENT

**CDLE** is a 1500-person state agency which houses six divisions serving Colorado through resources to workers and employers, and public safety and regulatory functions. We provide Colorado employers with recruitment, workforce training, labor law interpretation, layoff transition assistance and labor market information. We also assist Colorado workers through job training and job search, unemployment benefits during periods of job loss, workers' compensation benefits when they are injured on the job and recovering unpaid wages.

### CDLE serves Colorado by:

- ensuring fair labor practices
- helping businesses recruit employees
- presenting an up-to-date and accurate picture of the economy
- protecting our communities with a variety of consumer protection and safety programs
- ensuring benefits to injured workers
- contributing to a stable economy by providing temporary wage replacement
- helping individuals with disabilities obtain, maintain or regain employment, and
- building Colorado's talent pipeline

CDLE is primarily funded through federal and cash funds. Factors that influence our work, and our funding, include federal legislation and budgets and our state's economic health.

**"WE KEEP COLORADO WORKING."**

# STRATEGIC PLANNING PROCESS

IN THE SUMMER OF 2011, CDLE's Leadership Team began strategic planning work to articulate a new agency mission, vision, values and strategic initiatives. The foundation of this work was an employee engagement and satisfaction survey, which served as a benchmark to help CDLE's leadership determine areas for growth and development.

The initial survey identified a number of key areas for improvement, from greater accountability and leadership development for managers and supervisors to a shared focus on customer service. The Leadership Team then conducted an analysis of the agency's strengths and weaknesses which, combined with survey themes, resulted in mission, vision, values statements and strategic initiatives.



## MISSION

To protect and promote the integrity and vitality of Colorado's employment environment



## VISION

Quality and Excellence in All We Do



## VALUES

Teamwork, Collaboration, Integrity, Respect, Accountability, Adaptability, Excellence



**COLORADO**  
Department of  
Labor and Employment

## Strategic Initiatives

Six years ago, a dedicated commitment to the agency's core mission and vision and the establishment of five key strategic initiatives, set into motion reforms and improvements which have created a more engaged CDLE workforce and a focus on delivering exceptional customer service. Accomplishments are countless and the positive impact of these efforts can be felt both internally and externally.

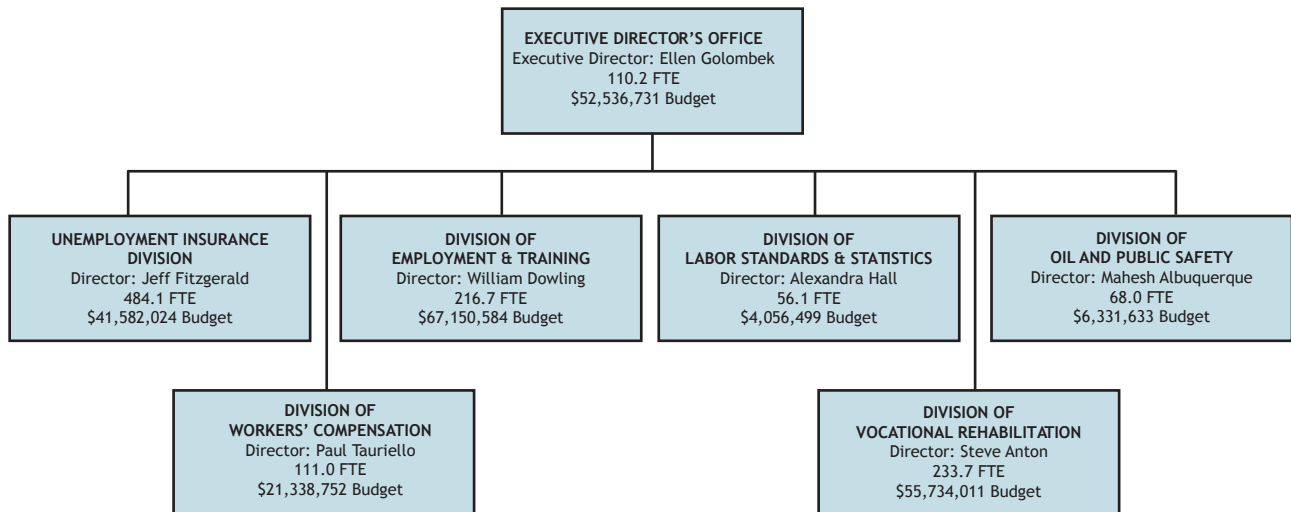


# OUR WORK

CDLE has employees serving Coloradans across the state, in communities large and small, delivering critical services to help “Keep Colorado Working.” For example:

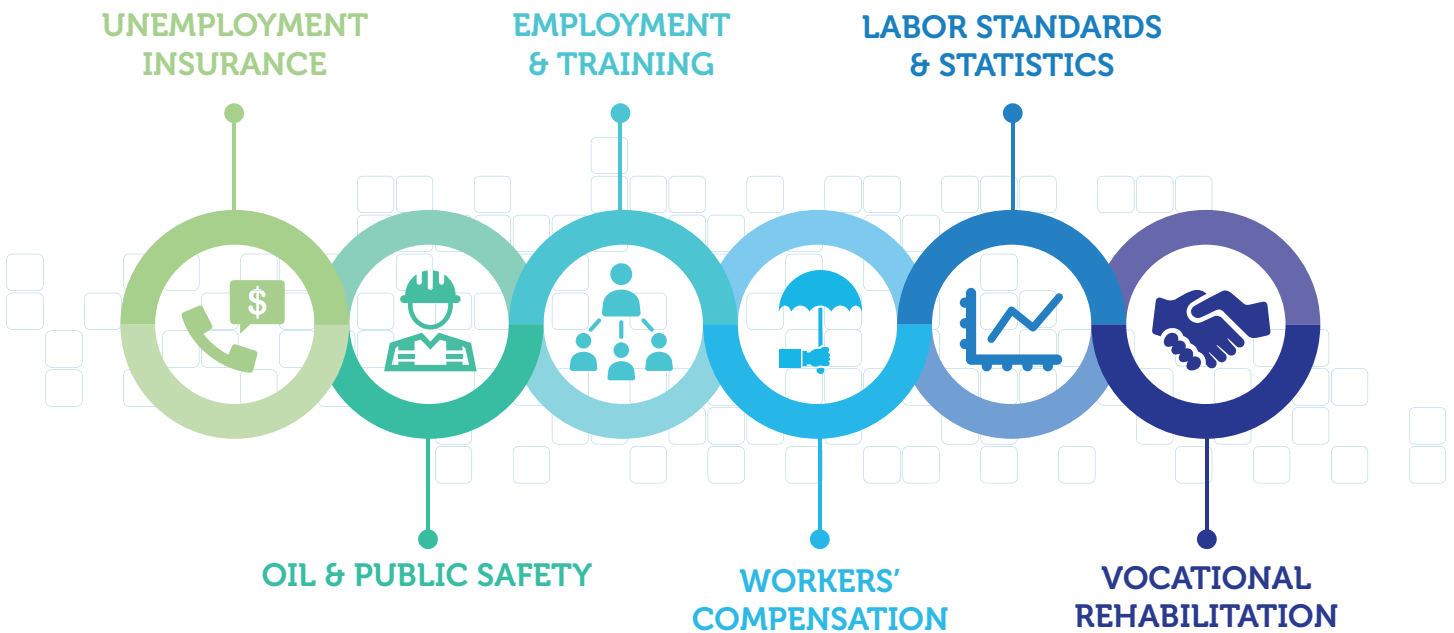
- Within our Workforce Centers, staff are providing jobseekers with training, workshops and resources to help them meet their employment goals.
- Our veteran specialists are delivering reemployment services to our state’s veteran population. We are also helping employers recruit, train and retain their workforce and remain competitive.
- In our Division of Oil and Public Safety, our employees are ensuring public safety and promoting consumer protection through inspections, outreach and education.
- Counselors within our Division of Vocational Rehabilitation are serving jobseekers with disabilities through a variety of resources from independent living resources to training. They are also connecting employers with a skilled workforce and providing a pathway for success to Coloradans with disabilities.

In good economies and bad, we are serving our customers to help our state’s workforce compete and succeed, while supporting our business community with resources and information to help them save valuable time and money. We have divisions that are internationally renowned for their policy setting and serve as models for other states. We have programs that are engaging stakeholders in innovative ways and others that are pursuing new partnerships to maximize service. Across CDLE, we are fulfilling our mission through engaged employees, informed stakeholders, supported customers and a strategic vision to help Colorado’s workforce and businesses thrive and remain competitive.



TOTAL DEPARTMENT FTE & BUDGET BREAKDOWN (BASED ON FY 2017-18 APPROPRIATIONS)	
1,279.8 Total FTES	\$72,394,276 Cash funds
\$248,730,234 Total funds	\$9,515,450 Re-appropriated funds
\$21,380,958 General funds	\$145,439,550 Federal funds

# DEPARTMENTS & UNITS



## DIVISION OF UNEMPLOYMENT INSURANCE (UI)

**THE UNEMPLOYMENT INSURANCE (UI) DIVISION** provides 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. The UI Division consists of four primary operating branches: Customer Operations Services, Appeals, Integrity, and Business Operations Support. In an effort to provide a greater focus on customer service and address failing federal performance measures, in 2011 the Division underwent a reorganization which allowed for more front line staff as well as a systematic analysis of all core business processes to create more efficient and effective operations.

UI is funded 79 percent by federal funds provided by the United States Department of Labor, and 21 percent by state cash funds (Unemployment Revenue Fund and Employment Support Fund and Employee Leasing Company Certification Fund).



# DIVISION OF EMPLOYMENT & TRAINING (E&T)

THE EMPLOYMENT & TRAINING (E&T) DIVISION consists of two distinct program areas: Workforce Development Programs (WDP) and the Colorado Rural Workforce Consortium (CRWC). Workforce Programs provides a wide range of employment and training services for businesses and job seekers, delivered by state and county-run workforce centers that support strong regional economies. Programs are funded by federal grants, and state general and cash funds. WDP is responsible for policy guidance, program oversight and administration, and overall programmatic and fiscal integrity in accordance with federal and state guidelines for each employment and training program and special initiative.

WDP administers several major programs, including Wagner Peyser Act (WP), Workforce Innovation and Opportunity Act (WIOA), Veterans Employment and Training Program, Work-based Learning Unit, Migrant Seasonal Farm Worker (MSFW), Trade Adjustment Assistance Program (TAA), Trade Readjustment Allowance Program and Displaced Homemaker Program. Additional programs for employers include the Work Opportunity Tax Credit program (WOTC) and Foreign Labor Certification.

The **COLORADO RURAL WORKFORCE CONSORTIUM (CRWC)** is one of the ten federally designated local workforce areas in the state of Colorado. The local area serves 52 rural counties and is made up of the 10 sub-areas whose vision is that every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality. The sub-areas include Pueblo, Broomfield, Upper Arkansas, Rural Resort, Northwest, Western, Eastern, Southeast, Southwest, and South Central.



## COLORADO WORKFORCE DEVELOPMENT COUNCIL (CWDC)

THE COLORADO WORKFORCE DEVELOPMENT COUNCIL (CWDC) advises the Governor and Legislature on workforce policy and oversees the expenditures of federal employment and training funds. The CWDC is also required to review local workforce center plans and the plans of system partners. Proposed initiatives are approved or rejected by the CWDC on behalf of the Governor. In addition, the Council solicits grants and funds to support the development of a business-led workforce system. A central function of the CWDC is to provide a vehicle for the business community to lead competency-based talent development in Colorado and to ensure the alignment of education, training, workforce and economic development in meeting the economy's workforce needs.

Funding for the Council comes from the Federal Workforce Innovation and Opportunity Act through the Departments of Labor and Employment, Human Services, Education, Local Affairs, and the Community College System of Colorado.



## DIVISION OF LABOR STANDARDS & STATISTICS (DLSS)

THE DIVISION OF LABOR STANDARDS & STATISTICS was created by legislation during the 2016 session. Formerly the Division of Labor and the office of Labor Market Information, the Division administers Colorado employment and labor laws pertaining to wages paid, hours worked, minimum wage, labor standards, child labor, employment-related immigration laws, and working conditions. This division also gathers, analyzes and produces comprehensive labor market information on employment conditions in Colorado and conducts all-union agreement elections, certifications of all-union provisions, and investigates and mediates allegations of unfair labor practices.



## DIVISION OF OIL AND PUBLIC SAFETY (OPS)

THE DIVISION OF OIL & PUBLIC SAFETY (OPS) is responsible for a variety of regulatory functions related to environmental and consumer protection and public safety. This includes establishing and enforcing rules, regulations and statutes which govern amusement rides and devices, explosives, boilers, conveyances, fuel products, underground and aboveground petroleum storage tanks, cleanup of petroleum spills and reimbursement of cleanup costs to qualifying storage tank owners/operators. The division is funded by cash funds with a small amount of federal funding.





## DIVISION OF WORKERS' COMPENSATION (DOWC)

**THE DIVISION OF WORKERS' COMPENSATION (DOWC)** administers and enforces the provisions of the Workers' Compensation Act. The Division assures the quick and efficient delivery of disability and medical benefits to injured workers at a reasonable cost to employers, with a minimum of litigation.

The operations of the DOWC generally fall into the categories of dealing with claims, insurance, or medical issues. The Special Funds Unit operates like an insurance company. The unit pays out benefits and these programs are funded by a separate surcharge on workers' compensation premiums and are closed to new injuries. The funds pay benefits to certain individuals who met the statutory criteria when they were open. Otherwise, the DOWC's role is one of oversight and it does not pay benefits. DOWC also mediates disputes and assists parties with settling their claims.



The Premium Cost Containment Program offers employers a discount on premiums for demonstrating workplace safety above and beyond requirements. The Self Insured Program assists qualifying employers in self-insuring their own workers' compensation liability. The Division is funded by cash funds.

## DIVISION OF VOCATIONAL REHABILITATION (DVR)

**THE DIVISION OF VOCATIONAL REHABILITATION** provides a range of individualized vocational services to help applicants and eligible individuals with disabilities obtain, maintain or regain employment that is consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice. Services include education, vocational training, physical or mental restoration, job placement and on-the-job support.

The U.S. Department of Education, through a grant administered by the Rehabilitation Services Administration (RSA) provides reimbursement for 78.7 percent of eligible rehabilitation expenditures up to the total annual federal grant. The matching funds for federal dollars are either General Fund dollars or local government funds, primarily from school districts in the School to Work Alliance Program (SWAP).

DVR also administers state and federal grants for the Centers for Independent Living (CIL), the Business Enterprise Program (BEP) and Older Individuals who are Blind (OIB). The Division participates in two 100 percent federally funded demonstration projects ASPIRE (Achieving Success by Promoting Readiness for Education and Employment) and BOND (Benefit Offset National Demonstration).

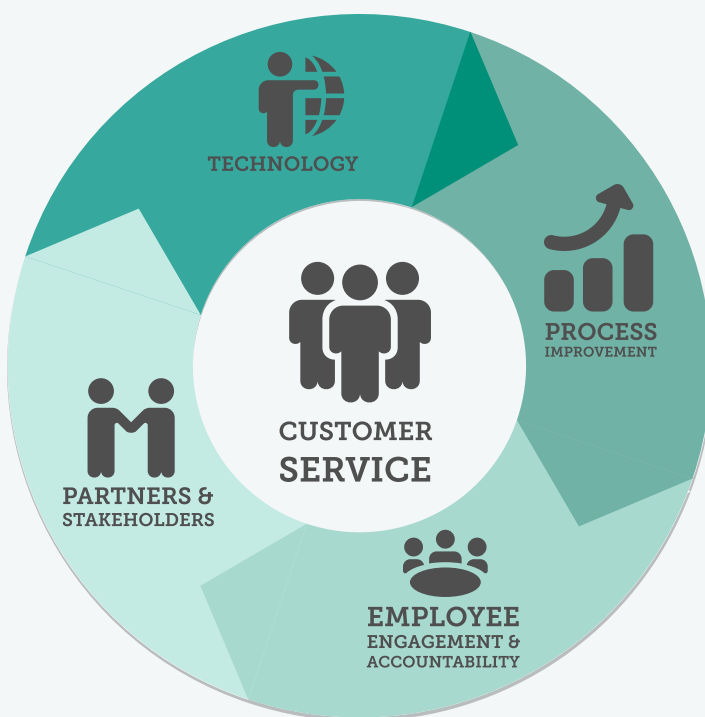


# STRATEGIC INITIATIVES

**OUR STRATEGIC INITIATIVES** – Customer Service, Process Improvement, Employee Engagement, Technology and Partners and Stakeholders– are instilled in every employee, at every level of the organization. From senior leadership to frontline staff, these strategic initiatives are embedded into and reinforced within each employee’s annual performance plan, with SMART goals and objectives supporting their program, division and CDLE as a whole. Creating employee investment into our initiatives and aligning their individual roles with those of our organization drive ownership and accountability for our success as an agency.

In 2012, we created Champions and Leads for each initiative. Champions are Executive Team members who provide strategic direction and support for each initiative, and Leads are employee representatives who collect outcomes from across the department, compile and share successes within each initiative and report out to their initiative Champions on opportunities for growth within each initiative.

Since their inception, significant achievements have been made in each of the five articulated strategic initiatives. From increased employee satisfaction to more strategic stakeholder and partner relations, the agency-wide commitment to supporting and promoting our goals at every level within the organization can be felt internally and externally.



-  **EMPLOYEE ENGAGEMENT & ACCOUNTABILITY**
-  **TECHNOLOGY**
-  **PROCESS IMPROVEMENT**
-  **PARTNERS & STAKEHOLDERS**
-  **CUSTOMER SERVICE**



# CUSTOMER SERVICE

FIVE YEARS AGO, CDLE implemented a customer service survey that assessed satisfaction in a number of key areas including website navigation, knowledgeable and courteous staff and timeliness of service. At that time, the Department was still feeling the effects of the Great Recession and those survey results revealed that there was much work to be done to improve customer confidence and satisfaction. Survey questions were consistent among each division and deployed online and via a prepaid comment card.

Our initial customer satisfaction rating was 49.5 percent. From that baseline, we began on a path of innovation and creative re-thinking in every arena. By FY16-17, through a focus on process improvement, employee training, a thoughtful use of technology and other efforts, our customer service rating had improved to 97.38 percent.

We have far surpassed our goal of increasing customer satisfaction by 5 percent each year and the challenge before us now is an examination of every aspect of the Department of Labor and Employment. It is an ongoing task of redefining how we work and reinforcing our culture, innovation, customer choices, technology and partnerships. We will continue to address survey results and nurture a culture that promotes working together, experimenting, questioning and problem-solving.

While most of our divisions have adopted the agency-wide goal of increasing customer satisfaction 5 percent annually up to a threshold of 90 percent, many of them have identified additional performance goals and measurements that are more specific to their responsibilities.

For example, the Division of Workers' Compensation also tracks reduced costs associated with workplace accidents for employers participating in the Premium Cost Containment program (PCC). The Division of Labor Standards and Statistics tracks the percentage of claims successfully resolved through adjudication, mediation and other efforts. In this section we highlight accomplishments within each Division to provide an exceptional customer experience.



**OBJECTIVE:**

*Consistently deliver exceptional service.*



**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 satisfaction by 5% annually up to a threshold of 90%.*

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Customer satisfaction across CDLE will increase by 5% annually up to 90%	<b>Benchmark</b>	70.70%	90%	90%	90%	90%
	<b>Actual</b>	87.80%	96.80%	97.40%	TBD	TBD

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Customer survey responses will increase 5% annually	<b>Benchmark</b>	NEW	3,225	3,386	1,656	5%
	<b>Actual</b>	3,071	3,334	1,577	TBD	TBD



# CUSTOMER SERVICE: UNEMPLOYMENT INSURANCE (UI)

Colorado’s UI workload began to decrease throughout the latter half of the Federal Fiscal Year (FFY) 2016-17 as the economy continued to grow. Our federal budget is counter-cyclical. In good economic times, the Division of Unemployment Insurance receives less federal funding. During recessionary periods, the budget increases due to increased workload. As Colorado’s UI workload decreased in 2016 it was imperative to find flexible, agile alternatives to information and service delivery. For example, in the Customer Service Center (CSC), an online chat service is now available in all local Workforce Centers, providing customers with instant access to CSC agents.

Other online service enhancements in FY17-18 to support greater customer service and increase efficient service delivery in UI include:

- Internet self-service applications were expanded to allow customers to provide improved fact finding, which will also assist in processing claims to make better quality decisions in a timely manner.
- Updating phone and online payment-request applications to provide clearer information and more explanation regarding the eligibility requirements, which will allow the customer to be paid accurately when the payment is due.

## UI CUSTOMER SERVICE STRATEGIES:

- **GATHER CUSTOMER FEEDBACK** regarding updates to self-service systems.
- **USE LEAN TOOLS** to engage identified customer groups as directly as possible in order to better define and achieve success.
- **CONTINUE TO REFINE** the cross-training model by increasing FTE participation by 25 percent and using lessons learned in the past year.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Customer satisfaction will increase by 5% annually up to 90%.	<b>Benchmark</b>	72.0%	82.5%	90%	90%
	<b>Actual</b>	77.5%	90.4%	TBD	TBD

# CUSTOMER SERVICE: EMPLOYMENT & TRAINING (E&T)

The Division of Employment and Training’s customer service performance metrics focus on jobseekers and employers receiving assistance from Workforce Centers within the Rural Consortium, serving 52 rural counties and made up of 10 sub-areas. Colorado’s Workforce Centers provide training and a variety job search assistance to workers. Employers can receive

low to no-cost hiring, recruiting and screening assistance, along with access to a free job listings at ConnectingColorado.com, the state’s job bank. The Division’s customer satisfaction rate is based on surveys of customers who utilize a Workforce Center within the Colorado Rural Workforce Consortium.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Rural workforce customer satisfaction will increase by 5% annually	<b>Benchmark</b>	66.5%	90%	90%	90%
	<b>Actual</b>	92.26%	88.52%	TBD	TBD

On the business services side, our performance measure for business is to increase the number of employers using ConnectingColorado.com by 5% each year.



**OBJECTIVE:** Increase in employer participation in Connecting Colorado



**MEASUREMENT:** 5% increase in employer participation in Connecting Colorado annually.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
5% increase in employer participation in Connecting Colorado	<b>Benchmark</b>	80%	86.3%	83%	83%
	<b>Actual</b>	81.3%	78.3%	TBD	TBD

Our goal for jobseekers is to help individuals enter employment through Workforce Center services and reduce their period of joblessness. Our goal is measured by the percentage of people working in the quarter immediately following receipt of workforce services.



**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 2015-16 ACTUAL		FY 2016-17 ACTUAL		FY 2017-18 (CURRENT YEAR)		FY 2018-19 (PROJECTION)	
		<i>Incidents</i>	<i>% Change</i>	<i>Incidents</i>	<i>% Change</i>	<i>Incidents</i>	<i>% Change</i>	<i>Incidents</i>	<i>% Change</i>
The percentage of persons working in the quarter immediately following receipt of workforce services	<b>Benchmark*</b>	60%	+5%	60%	+5%	52.5%	-7.5%	52.5%	0%
	<b>Actual</b>	64.11%	+7.6%	58.98%	-5.3%	TBD	TBD	TBD	TBD

\*This measure is negotiated annually with the US Department of Labor

## E&T CUSTOMER SERVICE STRATEGIES:

- **SUPPORT TARGETED INDUSTRY SECTOR INITIATIVES** and their sustainability, 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.



## CUSTOMER SERVICE: LABOR STANDARDS & STATISTICS

The customer base for the Division of Labor Standards and Statistics includes employees, employers, third-party representatives, law firms and many others. Our goal is to provide timely, fair and accurate information, decisions and resources and deliver that service with respect and professionalism.

Educational materials produced by the Division of Labor Standards and Statistics are at the forefront of establishing and conveying Colorado’s workplace requirements and aid in our goal of exceptional customer service. 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.

Providing ease of access and real choices in accessing our information and services, expediency in response to inquiries and expertise in the subject matter are common preferences of the Division’s customers.

One of our key performance measures for customer service is the percentage of claims successfully resolved through adjudication, mediation, and other efforts. The Division receives approximately 6,000 plus written wage complaints and written inquiries per year. Common issues include: non-payment of wages that are due, including overtime, minimum wage, promised/contractual wages, commissions, bonuses, vacation pay, improper deductions from pay, rest and meal period violations, subminimum wage infractions, tip and gratuity disputes, and incomplete recordkeeping.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Customer satisfaction will increase by 5% annually to 90%	<b>Benchmark</b>	81.1%	90.0%	90%	90%
	<b>Actual</b>	85.3%	90.7%	TBD	TBD

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Percentage of claims successfully resolved through adjudication, mediation, and other efforts	<b>Benchmark</b>	85%	85%	85%	85%
	<b>Actual</b>	73.1%	79.3%	TBD	TBD

## LABOR STANDARDS & STATISTICS CUSTOMER SERVICE STRATEGIES:

- **PROVIDE DIRECT, HIGH QUALITY SERVICE** to Colorado workers filing wage and hour claims by: (1) maintaining current staffing levels, (2) providing ongoing training to develop a seasoned team of compliance investigators, (3) periodically reviewing and refining claim adjudication processes, and (4) continuing to reduce the claim backlog until it is eliminated. As the backlog is reduced, the Division will be able to provide better customer service through more timely resolution of claims.
- **OUTREACH TO A BROAD CUSTOMER BASE** through educational programs and projects including stakeholder meetings, formal rulemaking, in-person presentations, webinars, publications and enhanced website content to influence the fair treatment of Colorado workers.

## CUSTOMER SERVICE: OIL AND PUBLIC SAFETY

The Division of Oil and Public Safety provides key public safety and regulatory functions to Colorado. Our core customers are the regulated community and their local partners which include underground storage tank owners, local districts, third party inspectors, fire districts, explosive permit holders, amusement ride operators and many more. Transition to a paperless environment utilizing more electronic report submittals and enhancements to the existing online fee payment and electronic

fund transfer capabilities has greatly improved our customer support. We expanded the ability for customers to make online payments to the conveyances and amusement rides programs. We also developed online interactive guidance documents for owners/operators of petroleum storage tanks and conveyances to assist them in reaching and maintaining compliance with the regulations.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Customer satisfaction will increase by 5% annually up to 90%	<b>Benchmark</b>	90.0%	90.0%	90%	90%
	<b>Actual</b>	91.5%	92.4%	TBD	TBD

## OIL AND PUBLIC SAFETY CUSTOMER SERVICE STRATEGIES:

- **INCREASE** the number of online and electronic transaction options.
- **INSTRUCT FACILITY OPERATORS** on proper methods to achieve compliance which will directly minimize hazards that could potentially cause accidents or injuries.
- **MINIMIZE HAZARDS** that cause injuries by increased enforcement of violations noted during field inspections.
- **PRIORITIZE** thorough and quality inspections that effectively identify violations.

# CUSTOMER SERVICE: WORKERS' COMPENSATION

The Division of Workers' Compensation's customer promise is fulfilled through active communication and engagement with our customers on a regular basis. We do this by continuously reviewing our external customer communications for clarity, accuracy and timeliness. We also provide training and professional development opportunities at every level of the division, particularly those front-line staff providing direct customer service.



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



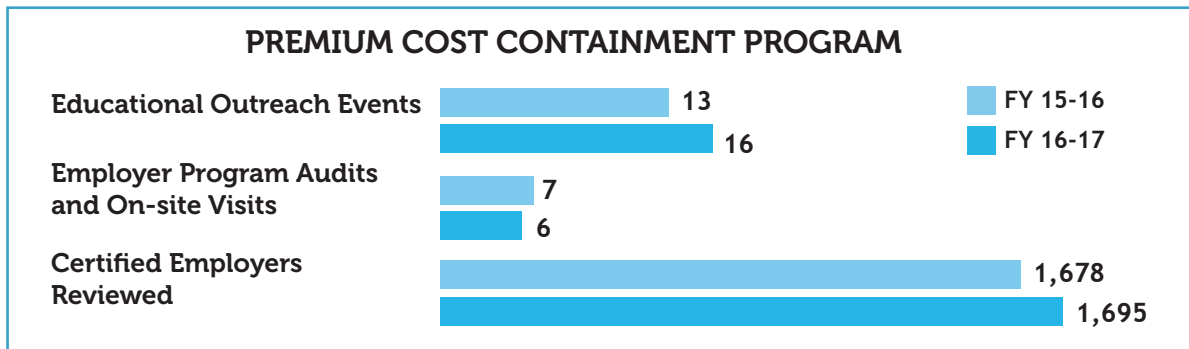
**MEASURE:** Reduce costs associated with workplace accidents for employers participating in the Premium Cost Containment Program (PCC) by three percent annually. Benchmark represents 3% increase in cost reduction over prior year.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Customer satisfaction will increase by 5% annually up to 90%	Benchmark	90.0%	90.0%	90%	90%
	Actual	98.76%	99.44%	TBD	TBD

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL		FY 2016-17 ACTUAL		FY 2017-18 (CURRENT YEAR)	
Reduce costs associated with workplace accidents for employers participating in the Premium Cost Containment program (PCC) by 3%.*		<i>Reduction</i>	<i>% Change</i>	<i>Reduction</i>	<i>% Change</i>	<i>Reduction</i>	<i>% Change</i>
	Benchmark*	\$21.3M	3%	\$21.9M	3%	\$22.6M	3%
	Actual	\$24.5M	18.4%	\$13.3M	-37.5%	TBD	TBD

\*This is measured in reduced costs in the latest year as compared to the previous year. PCC accident cost reduction. Change as measured over prior year's benchmark value.

\*\*For the fiscal year 2016-2017, the Premium Cost Containment Unit had a target goal to reduce accident cost by \$21,416,602. The actual reduction in costs came in at \$13,271,859. In this fiscal year, the construction industry specifically accounts for nearly a 22 percent increase in the number of employee hours reviewed by the Premium Cost Containment Board in comparison to last fiscal year. This trend follows the economic recovery and surge in construction we are experiencing in Colorado. However, with the lowest unemployment rate in the country of 2.3 percent, coupled with one of the highest growth rates our certified employers in the construction related fields have resorted to hiring less-than-skilled workers to perform these high risk jobs. This lower experienced workforce has expectedly led to an increase in accidents and costs associated with these accidents in the construction industry. This fiscal year 60% of the employers seeking initial participation in the Premium Cost Containment Program are in a construction related field. This is up from 38% prior fiscal year. As the number of employers in the construction related fields continues to grow within the PCC program, we can expect to share some of the growing pains and challenges experienced by these Colorado companies. The Colorado Association of General Contractors estimates a shortage of more than 30,000 skilled construction workers in the next five years. The Premium Cost Containment Board and Division Staff have already begun to discuss methods to educate and assist employers facing some of these challenges going forward.





## WORKERS' COMPENSATION CUSTOMER SERVICE STRATEGIES:

- **ENCOURAGE EMPLOYER PARTICIPATION** in the Premium Cost Containment Program through educational outreach and individual assistance.
- **ENCOURAGE SITE VISITS/ INSPECTIONS** of new applicant and currently certified employers.
- **REVIEW NEW AND RENEWAL** applications for certification in the program.



## CUSTOMER SERVICE: VOCATIONAL REHABILITATION

The Division of Vocational Rehabilitation has been with CDLE since 2015 and, as such, does not have the historical data in benchmarks that align with the agency.

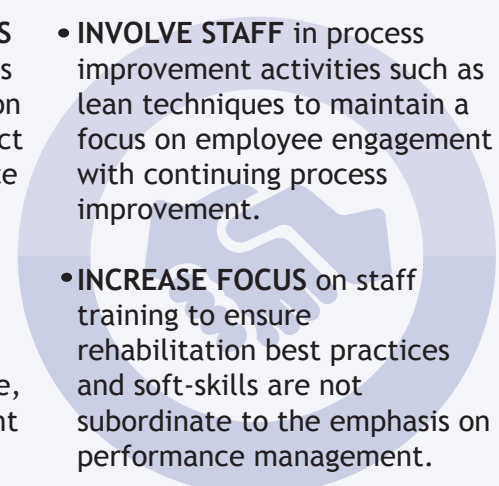
However, this presents great potential to baseline our surveys and gather feedback from customers within a new agency that more closely aligns with our mission of helping workers with disabilities to meet their employment goals.

PERFORMANCE MEASURE	OUTCOME	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Customer satisfaction will increase by 5% annually up to 74.6%	<b>Benchmark</b>	NA	71%	+5%
	<b>Actual</b>	67.6%*	TBD	TBD

*\*Note: The customer satisfaction methodology was rolled out to DVR late in FY2016-17 and the actual results represent just three months of data and a very limited sample size of 74 (versus 20,488 served over the entire fiscal year).*

## VOCATIONAL REHABILITATION CUSTOMER SERVICE STRATEGIES:

- **LINK PERFORMANCE METRICS**— from first-line counselor to district office supervisor and regional manager— to establish targeted accountability for results.
- **INCORPORATE QA MEASURES** into the performance metrics to ensure that an emphasis on performance does not distract from the need for compliance to division policies and best practices.
- **INVOLVE STAFF** in process improvement activities such as lean techniques to maintain a focus on employee engagement with continuing process improvement.
- **DEVELOP MONITORING PROCESSES** to support delivery of timely and cost effective rehabilitative services.
- **CONDUCT MONTHLY** field management reviews of the metrics to drive performance, identify issues and implement corrective actions.
- **INCREASE FOCUS** on staff training to ensure rehabilitation best practices and soft-skills are not subordinate to the emphasis on performance management.





# PROCESS IMPROVEMENT

**MAXIMIZING THE VALUE** we bring to our customers through streamlining and improving our work processes is essential to ensuring we are providing the best customer service and operating in the most efficient way possible. To support our Process Improvement strategic initiative, in 2012 we adopted Lean as a process improvement methodology and created a Lean committee. The Lean methodology has encouraged collaboration and greater engagement among staff of all levels within CDLE. Since 2012, more than 65 Lean projects have been completed, impacting everything from call handle time in our UI Customer Service Center to how we are delivering consistent business services in all Workforce Centers.

While all of our Divisions have different functions, we have required all of our directors to work with customers and staff to find ways to improve processes. To measure this, CDLE has worked to implement five key process improvements annually that bring cost savings, reduce processing times, or improve customer and stakeholder experience. CDLE ranked highest in the state on Lean related questions in the 2014 Statewide Employee Engagement Survey, a testament to our department-wide commitment to process improvement.



**OBJECTIVE:**

*Maximize the value we bring to our customers and stakeholders through our work processes*



**MEASURE:**

*Implement five key process improvements annually that bring savings of cost, time, and/or create an exceptional experience for our customers or stakeholders*

## DEPARTMENT PROCESS IMPROVEMENT STRATEGIES:

- **COLLABORATE** internally through the Process Improvement Forum
- **COLLABORATE** with other agencies to learn and share best practices and efficiencies
- **MAKE LEAN TRAINING** opportunities available and accessible to staff
- **DEVELOP A CULTURE** of continuous process improvement, focusing on the customer

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	*FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Implement process improvement in each division	Benchmark	5	5	6	6	6
	Actual	7	5	8	TBD	TBD

\*Division of Vocational Rehabilitation moved to CDLE, so performance goal increased by one.

## FIT CWC LEAN

The Combined Wage Claim Desk in the Unemployment Insurance Division, which is responsible for ensuring incoming and outgoing out-of-state claims and wages are correctly processed, conducted an event aimed at documenting all current state processes. The result was a reduction in overall processing time as well as the creation of an automated tool to help identify and record discrepancies.

**15-day** reduction in overall charging process

**60-day** reduction in the processing time for charging discrepancies

**2,331 fewer** items requiring review

## CSC / HR HIRING PROCESS

CDLE's Human Resources partnered with the Customer Service Center of the Unemployment Division to Lean the current hiring process for new customer service agents. The Lean effort has resulted in a significant reduction in the time to hire, leading to a strong applicant pool.

**2-day reduction**

in time required for interview scheduling

**25% increase**

in the number of bilingual applicants

**1-wk reduction**

in overall hire time

**10% decrease**

in the number of candidate withdrawals

## PROVIDER EDUCATION

The Division of Workers' Compensation used an upcoming technology opportunity to Value Stream Map all of their education processes. The goal of the event was to identify both areas that would benefit from technology upgrades as well as operational improvement ideas. The Value Stream Map logged current technology deficiencies and pinpointed eleven areas for improvement that will be LEANed next year.

**116 data points**

identified to save OIT time and effort on data research

**11 future improvement**

ideas identified

## FINANCE OPS INVOICE PROCESS

The Finance section within CDLE worked with the Division of Oil and Public Safety to streamline the process of payment for contractor invoices.

**39-day**

reduction in overall processing time

## WDP DATA REQUESTS

The Workforce Development Programs within the Employment and Training Division worked to create an online portal for managing incoming data requests. Requests are made on the online portal and in many instances, information is automatically retrieved and returned to the requestor within 24 hours. As a result, backlogs have been eliminated.

**40-hours/month**

reduction in staff processing time



# PROCESS IMPROVEMENT

# MILESTONES

# PROCESS IMPROVEMENT: UNEMPLOYMENT INSURANCE

To ensure the success of current and future customer-service and process-improvement efforts, the UI Division launched the Operational Excellence (OpX) Program in 2015. Operational Excellence is a philosophy of leadership, teamwork, and problem-solving resulting in continuous improvement throughout the organization by focusing on the needs of the customer, empowering employees and optimizing processes.

The U.S. Department of Labor establishes Core Measures to evaluate UI program performance. The UI Division analyzes our performance scores throughout the year and uses the OpX philosophy to make improvements in those areas where our score does not meet the standard or maintain the acceptable level of performance in the others.

In 2017, the UI Division is meeting or exceeding 18 of the 21 federal metrics. In addition to increasing the number of metrics met, the UI Division was able to maintain the acceptable level of performance on two measures that had not been met before 2015. A focus on improving and simplifying the workflow for front-line staff, based on their recommendations, resulted in increased gains in Timeliness and Quality metrics and will continue to be used during this program year.



**MEASURE:** *Seek to meet all federal compliance standards by FFY 2018-19 with emphasis on the federal core measures.*

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Implement 1 process improvement annually	<b>Benchmark*</b>	1	1	1	1
	<b>Actual</b>	2	2	1**	1**

\*Department Policy

\*\*Estimated improvement to be implemented

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Meet all Federal Core Measures	<b>Benchmark</b>	21	21	21	21
	<b>Actual</b>	15	17	19*	21*

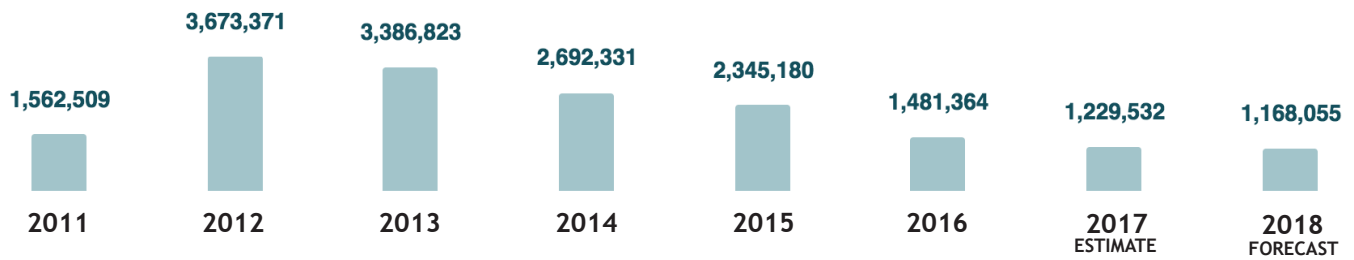
\*Projected performance

## UI PROCESS IMPROVEMENT STRATEGIES:

- **CONTINUE OpX PROGRAM** to provide infrastructure and expertise to guide the division in effective and sustainable process improvement.
- **ANALYZE DATA** to identify areas for improvement. Leverage cross-trained staff to exceed timeliness and quality standards.
- **EDUCATE CUSTOMERS** about the impact of improper payments. For employers, focus on the importance of providing information and how it affects their rate. For claimants, focus on their understanding of the requirements and taking steps to prevent the improper payment from occurring.

## UNEMPLOYMENT INSURANCE KEY WORKLOAD INDICATOR

### NUMBER OF WEEKS CLAIMED 2011-2018



\*Forecasts assume moderate growth in the economy

## PROCESS IMPROVEMENT: EMPLOYMENT & TRAINING

Standardization of services across a blended model of state and county-run workforce centers is a common dilemma among state workforce systems. It can create both frustration and confusion for jobseekers and businesses when basic core services offered vary in regions. Workforce business services are provided by the state through workforce

programs and in each local workforce area. Services provided vary by area, and by standardizing the core basic services that are provided to businesses through the workforce system, we have been able to better serve all customers and more clearly identify opportunities for collaboration.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Implement 1 process improvement annually	Benchmark	1	1	1	1
	Actual	1	1	TBD	TBD

### EMPLOYMENT & TRAINING PROCESS IMPROVEMENT STRATEGIES:

- **EXPAND USE OF ELECTRONIC FORMS** to create and manage on-line sign-off and tracking of internal documents.
- **TRAIN CONSORTIUM STAFF** on best practices for using Operations Policies and Guidance. Share best practices for Virtual Workforce Centers and Business Services standardization and marketing efforts. Incorporate this effort into CWDC's performance incentive system.
- **ALIGN BUSINESS SERVICES PROCESSES AND MESSAGING** across local workforce areas using Lean to improve delivery of basic business services and enhance development of on-the-job training and internships.
- **WORK WITH BUSINESS SERVICES ALIGNMENT Initiative** to develop and issue comprehensive policy and procedures for listing of job openings and conducting business services activities.
- **USE LEAN TO STREAMLINE** the eligibility and enrollment processes for WIOA programs in local workforce centers, resulting in increased enrollments, a greater focus on intensive reemployment services, and a lower cost per participant.
- **ADD CORE PARTNER BUSINESS SERVICES STAFF** to the alignment process, including the Division of Vocational Rehabilitation.



## PROCESS IMPROVEMENT: LABOR STANDARDS & STATISTICS

A reorganization within the Division of Labor Standards and Statistics in 2016 better aligned resources to provide more customer-facing services including wage claim processing. Combined with added investigative authority given by the Wage Protection Act (HB14-005) in FY16-17, we were able

to address a backlog of wage claims processing. While many of the processes for the Office of Labor Market Information processes are dictated by Bureau of Labor Statistics methodology, we continue to identify internal process improvements within LMI, including cross training.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Implement 1 process improvement annually	<b>Benchmark</b>	1	1	1	1
	<b>Actual</b>	1	0.5	TBD	TBD

### LABOR STANDARDS & STATISTICS PROCESS IMPROVEMENT STRATEGIES:

- Reviewed and adjusted new claim adjudication process (FY16-17) in preparation for developing proposal for technology to support claim adjudication process.



## PROCESS IMPROVEMENT: OIL & PUBLIC SAFETY

The Division of Oil and Public Safety utilizes hundreds of processes in the daily implementation of our 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. We have performed Lean process improvements for the Remediation, State Reimbursement Fund, and Oil Compliance sections; the Enforcement section; the Boiler Inspection section; and the OPS website. Improvements were obtained through the elimination of duplicative and

redundant efforts and steps that provided little or no value. We are beginning the fourth year in our five-year plan to transition to a paperless environment. In addition, we developed and launched a web-based GIS interface to share storage tank cleanup information with the public. 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.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Implement 1 process improvement annually	<b>Benchmark</b>	1	1	1	1
	<b>Actual</b>	1	2	TBD	TBD

## OIL & PUBLIC SAFETY PROCESS IMPROVEMENT STRATEGIES:

- **CONTINUE MAJOR REGULATORY REVIEW** and approval processes within OPS and reach out to stakeholders for input.
- **IMPLEMENT CHANGES** to improve quality and efficiency of service delivery.



## PROCESS IMPROVEMENT: WORKERS' COMPENSATION

The Division of Workers' Compensation has a number of programs that serve the public and our stakeholders. How effectively we deliver these programs requires continuous review, evaluation and improvement. We are 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.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Implement 1 process improvement annually	<b>Benchmark</b>	1	1	1	1
	<b>Actual</b>	1	1	TBD	TBD

## WORKERS' COMPENSATION PROCESS IMPROVEMENT STRATEGIES:

- **ACTIVELY ENGAGE DIVISION** staff, customers, stakeholders, and partners for ideas on areas to focus process improvement efforts.
- **REVIEW RECOMMENDATIONS** for amendments to the workers' compensation rules of procedure, as submitted by key stakeholders.





## PROCESS IMPROVEMENT: VOCATIONAL REHABILITATION

The Division of Vocational Rehabilitation worked to implement a process improvement effort focused on realigning the intake and management process for DVR counselors and applicants. With the new process, counselors have reduced the contact requirements and streamlined the forms and signature requirements, saving countless staff hours per year.

The efficacy of the case management process is one of the primary determinants of good customer service, division productivity and employee morale within the Division of Vocational Rehabilitation. We identified a need to improve this process and believe that our prior Lean experiences with performance management and quality assurance systems can be leveraged to improve the case management process.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Implement 1 process improvement annually	<b>Benchmark</b>	1	1	1	1
	<b>Actual</b>	1	1	TBD	TBD

### VOCATIONAL REHABILITATION PROCESS IMPROVEMENT STRATEGIES:

- **INITIATE A LEAN EVENT** to improve the case management process and its associated outcomes.
- **UTILIZE A DEDICATED LEAN FACILITATOR** and a statewide team of Vocational Rehabilitation counselors and support staff to identify near term and longer term improvements to the case management and documentation process.





# EMPLOYEE ENGAGEMENT & ACCOUNTABILITY

**THE ORIGINAL EMPLOYEE SURVEY** was conducted in June 2011. Based on the results and comments from that survey, as well as stakeholder comments and economic realities, we developed our strategic plan and initiatives and made other changes at CDLE.

With change there is naturally some level of anxiety, and change can be difficult. The initial employee responses reflected that sentiment. The initial survey in FY2012-13 benchmarked employee satisfaction at 65 percent. In FY2016-17 we climbed to 80.7 percent. Our goal is to maintain 85 percent or higher participation every year. As we work to continually improve and advance CDLE, it is essential that our employees have the opportunity to thrive in their work environment.

**\*\*Note:** In FY 2017-2018 the statewide employee engagement survey was conducted, so no CDLE employee engagement survey was distributed.



**OBJECTIVE:**

*Establish a culture of engagement and accountability that affords employees the opportunity, structure, and tools to thrive and provide an exceptional customer experience.*



**MEASURE:**

*Employee engagement will be demonstrated through an annual increase in the number of employees stating they agree or strongly agree with items on the CDLE employee survey.*

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Improve employee survey results by 5% annually up to 90%	<b>Benchmark</b>	80.4%	84.8%	85.2%	NA	85.1%
	<b>Actual</b>	80.7%*	81.1%**	81%***	NA**	TBD

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Improve employee survey results by 5% annually up to 90%	<b>Benchmark</b>	83%	87%	90%	NA	81%
	<b>Actual</b>	75%*	88%**	77%***	NA**	TBD

## DEPARTMENT EMPLOYEE ENGAGEMENT & ACCOUNTABILITY STRATEGIES:

- **REFINE PERFORMANCE MANAGEMENT PLAN** to strengthen management accountability
- **EMPOWER STAFF** through employee-driven committees to elicit feedback for change
- **MAINTAIN CDLE LEADERSHIP** Development program
- **PROMOTE FROM WITHIN** through reallocation and open competitive announcements with a goal of 50% of announced positions being filled with internal candidates
- **SHARE PEER-TO-PEER KUDOS** on all internal communications
- **IMPLEMENT EMPLOYEE COMMUNICATION** training and tools including In-Tact Team training, all staff weekly email bulletins on news and events, monitors with activities, and Google site intranet



## EMPLOYEE ENGAGEMENT & ACCOUNTABILITY: UNEMPLOYMENT INSURANCE

Through the use of OpX principles, we promote successful and formalized change-management practices including encouraging employee participation and acceptance in all projects. To emphasize the importance of employee engagement, the UI Division’s management team

includes shared goals on the performance plan of each individual supervisor, manager, and director. The shared goals focus on the values displayed in interactions and communications between each individual within the management team and staff, as well as a focus on developing and coaching staff.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Improve employee survey results by 5% annually up to 90%	<b>Benchmark*</b>	82.0%	84.7%	83.6%	+5%
	<b>Actual</b>	80.7%	79.6%	NA**	TBD

\*Previous year multiplied by 1.05

## UNEMPLOYMENT INSURANCE EE&A STRATEGIES:

- **MENTOR, COACH** and encourage staff development
- **INCLUDE FRONT-LINE STAFF** team members in all process improvement rapid improvement events
- **CREATE AND SUSTAIN** a values-based culture
- **IMPROVE COMMUNICATION** to and from employees
- **CREATE OPPORTUNITIES** for transparent communication for employee engagement in problem solving, strategizing, and analyzing progress towards performance goals
- **DOCUMENT** all key processes
- **MAKE AWARE** individual staff teams of their accountability expectations concerning State and National Performance Goals and they are reflected in their performance plans



## EMPLOYEE ENGAGEMENT & ACCOUNTABILITY: EMPLOYMENT & TRAINING

More than half of the employees within the Division of Employment and Training are in the field which makes active and ongoing engagement even more critical to individual and division success.

We align with the department-wide goal of improved employee survey results for performance measures, using similar outreach and engagement strategies.

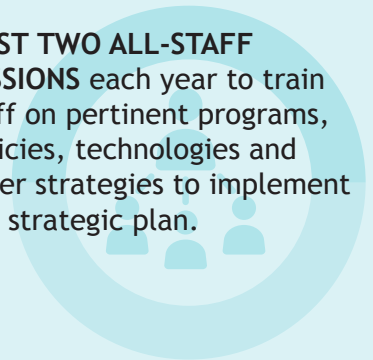
PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
WDP improve employee survey results by 5% each year up to 90%	<b>Benchmark</b>	83.2%	87%	90%	90
	<b>Actual</b>	82.9%	88.5%	NA**	TBD

\*New measure based on CDLE strategic plan

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
RC improve employee survey results by 5% each year up to 90%	<b>Benchmark</b>	85%	85%	82%	+5%
	<b>Actual</b>	81.3%	78.3%	NA**	TBD

### EMPLOYMENT & TRAINING EE&A STRATEGIES:

- **IMPLEMENT MECHANISMS** for staff to provide input to guide strategic planning and support the continued restructuring of programs in the division with a focus on Lean processes and implementation of the Workforce Innovation and Opportunity Act (WIOA).
- **PROVIDE REGULAR** all-staff meetings utilizing available technology to allow employees across the state to participate once each quarter, staff in field offices will host the meeting and set the agenda.
- **HOST TWO ALL-STAFF SESSIONS** each year to train staff on pertinent programs, policies, technologies and other strategies to implement the strategic plan.





## EMPLOYEE ENGAGEMENT & ACCOUNTABILITY: LABOR STANDARDS & STATISTICS

As mentioned previously, legislation passed in 2016 that created the Division of Labor Standards and Statistics. Consequently, there are several years for which employee engagement results are not

available. Like the Division of Voc Rehab, we see this as an opportunity for thoughtful, purposeful engagement as we blend two separate functions within CDLE, with a new shared mission and vision.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Improve employee survey results by 5% up to 90%	Benchmark	90.0%	90%	90%	90%
	Actual	74.12%	92.1%	NA**	TBD



## EMPLOYEE ENGAGEMENT & ACCOUNTABILITY: OIL & PUBLIC SAFETY

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Improve employee survey results by 5% up to 90%	Benchmark	80.0%	88%	90%	90%
	Actual	84.00%	86.0%	NA**	TBD



## EMPLOYEE ENGAGEMENT & ACCOUNTABILITY: WORKERS' COMPENSATION

The DOWC recognizes that success is dependent on the skills, training, and commitment of staff members. To ensure that 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 the active and continual involvement of staff in the development of our strategies and day-to-day work,

the Division will create the essential platform for success. In addition to aligning with the agency-wide survey results goal, DOWC has two additional measures to gauge employee satisfaction. First, we track those employees who receive performance evaluation training via CDLE's training division and second, we ensure all of our managers and supervisors complete required training with a goal of 100 percent for each measure.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Improve employee survey results by 5 percent up to 90%	Benchmark	88.5%	89.4%	NA	TBD
	Actual	85.1%	82.3%	NA**	TBD



**MEASURE:** 100% staff participation in staff development.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% participation in staff development	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	100%	100%	TBD	TBD



**MEASURE:** 100% of managers and supervisors go through required training.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% performance evaluation training	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	100%	100%	TBD	TBD

## WORKERS' COMPENSATION EMPLOYEE ENGAGEMENT & ACCOUNTABILITY 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.
- **CONTINUE WORK ON MODERNIZATION** client/server system with performance upgrades using an approach which allows an incremental “screen-by-screen” implementation.



## EMPLOYEE ENGAGEMENT & ACCOUNTABILITY: VOCATIONAL REHABILITATION

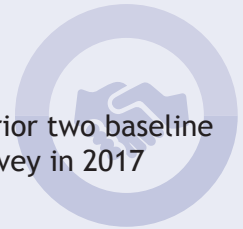
With DVR rehab counselors across the State, employee engagement is paramount not only to satisfaction but to retention as well.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Improve employee survey results by 5% annually up to 90%	Benchmark*	NA	83.2%	87.3%	91.7%
	Actual	79.2%	77.4%	NA**	TBD

\*Previous year benchmark multiplied by 1.05

### VOCATIONAL REHABILITATION EMPLOYEE ENGAGEMENT & ACCOUNTABILITY STRATEGIES:

DVR's strategy is to maintain satisfaction monitoring to assess changes from the prior two baseline surveys. Although CDLE did not schedule a 2017-18 survey, DVR will repeat the survey in 2017 to assess changes and develop any appropriate actions.





# TECHNOLOGY

**IMPLEMENTING NEW TECHNOLOGY SOLUTIONS** into CDLE not only helps streamline internal processes, but also helps improve customer service. As technology continues to rapidly advance, it's important that as an agency we incorporate innovative new technological resources. It's also critical that CDLE is maintaining, updating, and repairing our current devices and programs.

In the years ahead, our technology solutions will reshape the agency in dramatic ways. Our successes will be due in large part to thinking through our customer service objectives with feasibility studies and business plans before moving forward.

To measure our success in our technology initiative, CDLE has gathered data on several different performance standards. One measurement is how quickly technology issues are being resolved. The second measure is the number of critical technology systems and applications that are meeting their availability targets, and the third is the number of applications with direct customer impact that are modernized through enhancement or replacement.

Several large phases of projects were completed during FY 2017:



**OBJECTIVE:**  
*Implement optimal technology solutions that create an exceptional customer experience*



**MEASURE:**  
*Timely resolution of technology issues identified by users of applications and infrastructure as reported in the service desk system.*



**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**



**Workforce Programs upgraded the Virtual Job Fair tool**



**UI Appeals system transformed onto a Salesforce.com application**



**UI Data Validation completed for US Department of Labor**

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Overall CDLE % of service incidents resolved within Service Level Objective	Benchmark	90%	90%	90%	90%	90%
	Actual	98.9%	98.3%	98.5%	TBD	TBD



**MEASURE:** *Percentage of critical systems and applications meeting their availability targets.*

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Overall CDLE percent of critical systems meeting their availability targets	Benchmark	90%	90%	90%	90%	90%
	Actual	99.1%	94.5%	99.6%	TBD	TBD



**MEASURE:** *Extent of critical systems with direct customer impact that are modernized through enhancement or replacement.*

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Cumulative percentage and number of critical systems	Benchmark	NA	NA	NA	60%	90%
	Actual	21%	29%	36%	TBD	TBD

## DEPARTMENT TECHNOLOGY STRATEGIES:

- Actively engage and partner with OIT
- Develop appropriate technology governance processes to effectively prioritize, manage and report on our technology activities and projects.
- Align all IT efforts to meet current and known future security requirements.
- Implement technologies that align with the Governor’s Office of Information Technology roadmap and drive improved costs, productivity and support for the customers of the Department.
- Execute on operational processes and have in place the necessary skills to satisfy project demands, problem resolution needs and system availability requirements.
- Assure appropriate funding is in place for successful technology projects, support activities, and ongoing sustainability of each system.
- Continue the IT Steering Committee with members from OIT and across CDLE who provide IT governance.

## TECHNOLOGY: UNEMPLOYMENT INSURANCE

While the UI legacy mainframe technology is outdated and inflexible, the UI Division is updating and marketing self-service tools to customers to provide better service. These tools streamline current processes and will integrate with new modernized technologies once implemented.

In the latter half of 2017, the UI Division upgraded the employer account self-service application to improve the user experience and updated the series of questions asked to add further clarity in claimant

payment-request application. In the coming year, projects to improve the self-service applications functionality for the claimants include adding a progress bar to display the status of the claim during the initial processing.

The UI Division also moved to a cloud-based telephony system that will offer improved functionality.





**OBJECTIVE:** *Implement optimal technology solutions that create an exceptional customer experience.*



**MEASUREMENT:** *Develop systems which improve ease of access to services or provide customer choices.*

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)
Increase employer utilization of all online applications	Benchmark	NA	Baseline	+15%	+15%
MyUI Employer	Actual	12.0%	34.8%	51.2%	67%*
E-Response	Actual	9.70%	35.4%	25.66%	41%*
		FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)
Increase claimant utilization of all online applications	Benchmark	Baseline	+5%	+5%	+5%*
MyUI Claimant	Actual	55%	59%	65%	70%*
Online claim filings	Actual	72%	69%	79%	84%*
Online payment requests	Actual	55%	55%	64.35%	70%*

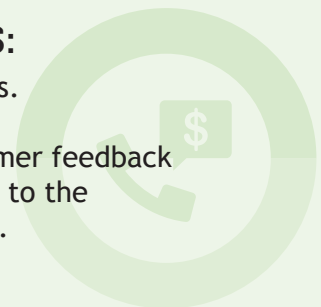
*\*Estimated performance level*

Colorado’s UI Division, along with the Governor’s Office of Information Technology (OIT), is undertaking the UI Modernization Project. This project will establish a more cost-effective system that enables the Division to eliminate excessive costs and enable long-term improvement to increase operational effectiveness and efficiency of the unemployment

insurance operational program. The project intends to adopt an ‘incremental renewal and investment’ approach to keep the solution technologically current and avoid the need for future replacement initiatives. The project began work in February 2016 and will continue through the end of 2019.

### UNEMPLOYMENT INSURANCE TECHNOLOGY STRATEGIES:

- Migrate the UI mainframe systems to a more flexible online environment.
- Increase customer usage of online applications.
- Modernize the UI systems.
- Evaluate data and customer feedback to make future upgrades to the customer-facing systems.





## TECHNOLOGY: EMPLOYMENT & TRAINING

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.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Cumulative percentage and number of critical systems	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	100%	100%	TBD	TBD

### EMPLOYMENT & TRAINING TECHNOLOGY STRATEGIES:

- **CONTINUE EXPANDING AND ENHANCING** statewide access/usage of the Virtual Job Fair technology to allow job seekers and employers to meet, review resumes, conduct interviews and make hires in a virtual online platform.
- **PROMOTE A PAPERLESS ENVIRONMENT.** The use of online forms, known as Smart Forms, will result in the reduction in paper documents and the streamlining of internal review processes.



## TECHNOLOGY: LABOR STANDARDS & STATISTICS

The IT system currently in use by the Labor Standards team in the Division of Labor Standards and Statistics was designed in the 1980s to support and track mediation of wage and hour complaints. With the passage of the Colorado Wage Protection Act in 2014 mediation was replaced by a much more extensive claim adjudication process. Due to the antiquated technology platform upon which this

original IT system was developed the Labor Standards team had to create many workarounds to support and track progress on each wage and hour claim leading to hours of wasted time and an unacceptable risk of recording errors. The Division launched an initiative to replace this outdated system.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% successful IT project implementation	<b>Benchmark</b>	NA	100%	100%	100%
	<b>Actual</b>	NA	100%	TBD	TBD

## LABOR STANDARDS & STATISTICS TECHNOLOGY STRATEGIES:

- **RESEARCHED, DEVELOPED AND INITIATED** proposal (FY16-17) to create a new Salesforce-based system to support Labor Standards claim adjudication.
- **IMPLEMENT NEW TECHNOLOGY** solution (FY17-18) for claim adjudication.



## TECHNOLOGY: OIL & PUBLIC SAFETY

In 2015, the division began a transition of all Public Safety Programs to optimal databases by implementing a pilot project with the Explosives Program, transitioning to a Salesforce platform. The implementation was a success while staying on budget, and the project launched within the expected time frame of 12 weeks. Salesforce is also a viable platform for Amusement Rides and Conveyances Programs. The Division decision item to fund the development of a Salesforce solution for Conveyances was approved in 2017.

The division plans to use internal, Salesforce-trained staff to develop a replacement for the Amusement Rides program.

In early 2017, the Division began the transition of the Boiler database to Jurisdiction Online, an industry-specific database by Praeses that currently is in use by boiler programs in 27 states. Jurisdiction Online was made available to states free of charge for the basic functionality, with minimal charges for add-ons such as a public portal.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% successful IT project implementation	<b>Benchmark</b>	NA	100%	100%	100%
	<b>Actual</b>	100%	NA	TBD	TBD

## OIL & PUBLIC SAFETY PROCESS IMPROVEMENT STRATEGIES:

- Complete transition of all Public Safety Programs to optimal databases.



# TECHNOLOGY: WORKERS' COMPENSATION

The Division's system has been successfully migrated off of the old legacy database on the GGCC mainframe. The Division continues to

focus on the implementation of a modern user interface and database normalization to the migrated application.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% successful IT project implementation	<b>Benchmark</b>	NA	100%	100%	100%
	<b>Actual</b>	100%	NA	TBD	TBD



**MEASURE:** 100% system uptime (not including planned maintenance outages).

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% system uptime	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	100%	100%	TBD	TBD

## WORKERS' COMPENSATION EMPLOYEE TECHNOLOGY 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.
- **CONTINUE WORK ON MODERNIZATION** of client/server system with performance upgrades using an approach which allows an incremental (screen-by-screen) implementation.



# PARTNERS & STAKEHOLDERS

THE RELATIONSHIPS THAT CDLE BUILDS with its partners and stakeholders are critical to executing our work in an effective way that benefits the communities we serve. All of our Divisions make every effort to work with stakeholder groups on the development of new rules or regulations, the implementation of new initiatives and legislation and to regularly evaluate existing programs and procedures. This consistent contact and regular dialogue ensures that CDLE remains accountable, transparent and accessible. CDLE regularly surveys at least two stakeholder groups per year to assess how we might better serve them. We also set a benchmark of at least 10 stakeholder meetings until 2017 when we increased it to 15 stakeholder group meetings annually.



**OBJECTIVE:**  
*Build and strengthen relationships with partners and stakeholders.*



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

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Survey 2 stakeholder groups	Benchmark	2	2	2	2	2
	Actual	2	2	2	TBD	TBD



**MEASURE:** *Hold at least 15 stakeholder group meetings annually from 2016-17 onward.*

PERFORMANCE MEASURE	OUTCOME	FY 2014-15 ACTUAL	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Stakeholder group meetings annually	Benchmark	10	10	15	15	15
	Actual	12	10	34	TBD	TBD

## DEPARTMENT PARTNERS & STAKEHOLDER RELATIONSHIPS STRATEGIES:

- **CREATE** monthly employer email campaign.
- **REBRAND** all Veterans services marketing collateral as well as DVR via new website and marketing collateral.
- **CREATE** DVR, OPS, and Regional Workforce Centers social media presence.
- **CREATE** DVR stakeholder survey to determine brand equity.
- **PROMOTE** Disability Employment Awareness Month, Workforce Development Month, Hire a Vet First Month, and National Apprenticeship Week, as well as “Industry Weeks” during Workforce Development Month.
- **CREATE** subscription sign up option via CDLE website for employers/businesses
- **HOST** Workers’ Comp Employer Safety Awards program and Shining Stars of VR Awards Program

## RESULTS:

- Mountain Region and Western Slope Region Facebook pages created and launched.
- Email blast to 60,000 employers each month.
- New Veterans materials developed and launched.
- Disability Jobline 9 (Oct 2016).
- DVR website and social media presence created and launched.
- DVR stakeholder branding survey developed. More than 20 mentions during 2016 Workforce Development Month.

# PARTNERS & STAKEHOLDERS: UNEMPLOYMENT INSURANCE

Our focus is to improve relationships with internal and external partners to more efficiently and effectively administer the UI program, to protect and promote the integrity and vitality of Colorado’s employment environment, and to ensure the health and stability of the UI Trust fund.

To accomplish these goals, the Division must elicit assistance and feedback from our partners and stakeholders to better create new processes. The integration of services between UI and our workforce

partners to improve service delivery for our common customers continues to be a priority. The goal is to assist the job seeker in finding a faster return to employment, which mutually benefits job seekers and employers, thereby decreasing the average duration of claimants’ reliance on UI payments. This results in a healthier UI trust fund and promotes economic stability within our state. The partnership between UI and our workforce partners will continue to focus on creating and upgrading programs that provide reemployment services.



**OBJECTIVE:** *Build and strengthen relationships with partners and stakeholders.*



**MEASUREMENT:** *New rulemaking will reflect 100% stakeholder outreach.*

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% stakeholder outreach for proposed rules	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	100%	100%	TBD	TBD

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
80% of stakeholders’ views heard	<b>Benchmark</b>	80%	80%	80%	80%
	<b>Actual</b>	80%	80%	TBD	TBD



**MEASURE:** *80% of stakeholders acknowledge that their views were heard during the rulemaking process.*

## UNEMPLOYMENT PARTNER & STAKEHOLDER TECHNOLOGY STRATEGIES:

- **CONTINUE TO REFINE** the rules process by soliciting input from UI Stakeholders comprised of business, worker, and labor interests to consider all viewpoints.
- **CONTINUE TO GATHER** stakeholder feedback to improve service delivery.
- **CONTINUE TO INTEGRATE** UI and workforce systems through partnerships and collaboration.
- **LEVERAGE BEST PRACTICES** to better integrate administration of UI with rapid reemployment of eligible UI claimants.

# PARTNERS & STAKEHOLDERS: EMPLOYMENT & TRAINING

Workforce business services are provided by the state through workforce programs and at each local workforce area. The services provided vary by area. By standardizing the core basic services that are provided to businesses through the workforce

system, the Divisions 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.



**OBJECTIVE:** Build and strengthen relationships with partners and stakeholders.



**MEASUREMENT:** Members actively participate in board meetings and activities supporting the local workforce system.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Members actively participate in board meetings and activities supporting the local workforce system	<b>Benchmark</b>	80%	80%	80%	85%
	<b>Actual</b>	80%	80%	TBD	TBD



**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	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	PERCENT CHANGE	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Total Job Seekers Served	296,176	232,160	0	TBD	TBD
Total Job Openings Received	641,282	640,060	0	TBD	TBD

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL		FY 2016-17 ACTUAL		FY 2017-18 (CURRENT YEAR)		FY 2018-19 (PROJECTION)	
		Incidents	% Change	Incidents	% Change	Incidents	% Change	Incidents	% Change
The percentage of persons working in the quarter immediately following receipt of workforce services	<b>Benchmark*</b>	60%	+5%	60%	+0%	52.5%	-7.5%	52.5%	0%
	<b>Actual</b>	64.11%	+7.6%	58.98%	-5.3%	TBD	TBD	TBD	TBD

\*This measure is negotiated annually with the US Department of Labor



## EMPLOYMENT & TRAINING PARTNER & STAKEHOLDER STRATEGIES:

- **ENCOURAGE AND PROMOTE** board membership attendance or otherwise participate in a supportive role at one workforce system program activity, aside from the scheduled board meetings, in the program year. The intent is to provide wide variety of options, using workforce services, job fairs, city council meetings, adult education events and more.
- **STRIVE FOR 80% ACHIEVEMENT IN MEETING** board member attendance requirements in local area bylaws by promoting agendas that are business-driven, established by the Colorado Rural Workforce Consortium and Workforce Development Board Executive Committee.



- **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 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 RESOURCES AVAILABLE** to support the Rural Workforce Consortium area which includes 51 counties. Methods to measure success will be identified for outcomes such as the following:

- Jobs Posted
- Jobs created
- Training Completed
- Certifications
- People hired/job orders filled
- People served by us and our partners
- Develop impact analysis model that includes business impact to evaluate the overall effectiveness of workforce programs.

# PARTNERS & STAKEHOLDERS: LABOR STANDARDS & STATISTICS

The Division of Labor Standards and Statistics is committed to establishing a relationship of transparency and trust with stakeholders.

A number of initiatives have been launched or are planned to facilitate this.



**OBJECTIVE:** *Build and strengthen relationships with partners and stakeholders.*



**MEASUREMENT:** *New rulemaking will reflect 100% stakeholder outreach.*

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% stakeholder outreach for proposed rules	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	100%	100%	TBD	TBD



**MEASURE:** *80% of stakeholders acknowledge that their views were heard during the rulemaking process.*

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
80% of stakeholders' views heard	<b>Benchmark</b>	80%	80%	80%	80%
	<b>Actual</b>	80%	80%	TBD	TBD

## LABOR STANDARDS & STATISTICS PARTNER & STAKEHOLDER STRATEGIES:

- **OUTREACH** to stakeholders through existing email distribution list and routinely invite potentially interested parties to become part of that list. This list is used for communication of all draft modifications to existing rules and newly proposed rules.
- **IMPLEMENTED** the 2016 Wage Theft Transparency Act (FY16-17) and now provides weekly updates of a list of employers found in violation of the Colorado Wage Act.
- **DRAFTED** a plan (FY 16-17) for an Advisory Board to represent stakeholders and provide input on Division interpretation and adjudication of Colorado wage and hour law;
- **FINALIZE AND APPOINT MEMBERS** to the Advisory Board in FY17-18.

## PARTNERS & STAKEHOLDERS: OIL & PUBLIC SAFETY

The cornerstone of OPS's success and ability to get things done, and the one thing that separates OPS from other regulatory agencies is the great relationships we have with our partners and stakeholders. The trust and confidence that our

partners and stakeholders have in OPS, that is evidenced by them not just supporting, but championing our initiatives.



**OBJECTIVE:** *Build and strengthen relationships with partners and stakeholders.*



**MEASUREMENT:** *Participate in at least 5 major outreach events annually.*

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Participate in at least 5 major outreach events	<b>Benchmark</b>	5	5	5	TBD
	<b>Actual</b>	14	13	TBD	TBD

### OIL & PUBLIC SAFETY PARTNER & STAKEHOLDER STRATEGIES:

Identify and schedule participation in critical outreach events.



## PARTNERS & STAKEHOLDERS: WORKERS' COMPENSATION

The Division of Workers' Compensation 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.



**OBJECTIVE:** *Build and strengthen relationships with partners and stakeholders.*



**MEASUREMENT:** *New rulemaking will reflect 100% stakeholder outreach.*

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
100% stakeholder outreach for proposed rules	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	100%	100%	TBD	TBD



**MEASURE:** 80% of stakeholders acknowledge that their views were heard during the rulemaking process.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
80% of stakeholders' views heard	<b>Benchmark</b>	80%	80%	80%	80%
	<b>Actual</b>	80%	80%	TBD	TBD

## PARTNERS & STAKEHOLDERS: VOCATIONAL REHABILITATION

Maintaining regular open forum communications with all stakeholder groups is essential to ensure DVR is aware of and responsive to the needs of the communities it serves.



**OBJECTIVE:** Build and strengthen relationships with partners and stakeholders to assist the division in becoming more effective in meeting the employment needs of people with disabilities.



**MEASUREMENT:** Conduct meetings with key stakeholder organizations as well as regional general stakeholders' meetings in each year.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Participate in at least 5 major outreach events	<b>Benchmark</b>	NA	3	3	3
	<b>Actual</b>	NA	11	TBD	TBD

### DVR PARTNER AND STAKEHOLDER STRATEGIES:

Conduct individual peer-to-peer meetings between the division director and the leaders of the stakeholder organizations to establish a firmer foundation for future cooperation and promote a more candid discussion of issues and opportunities.



DESCRIPTION	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (ESTIMATE)	FY 2018-19 (PROJECTION)
Benchmark: RSA** minimum standard = prior year +1	1,340	2,481	2,297	2,526.00
Input: Applications received	6,821	7,610	8,344	9,148.00
Output: Total customers served	19,769	20,488	21,835	24,320
Output: Number of successful employees	2,480	2,296	2,525	2,802
Benchmark: RSA** minimum standard = 55.8%	55.80%	55.80%	55.80%	55.80%
Outcome: Percent of successful employments from cases closed during service.	65.60%	55.70%	56.00%	60.00%
Benchmark: RSA** minimum standard = 52% of average state wage	\$12.74	\$12.80	\$12.87	\$13.06
Outcome: Average wages for successful employments.	\$11.70	\$13.17	\$13.20	\$13.25
Outcome: Median Earnings Second Quarter After Exit***	N/A	NEW	NEW	NEW
Outcome: Employment Fourth Quarter After Exit***	N/A	NEW	NEW	NEW

\*\* RSA= Rehabilitation Services Administration - U.S. Department of Education; RSA metrics change from current to new WIOA (see below); current metrics carried forward for continuity in year-year measurement and linkage to Vision 2018 Goals until base-line metrics established

\*\*\* WIOA Performance Goal with base-line data to be collected July 2016-2018

**SPOTLIGHT ON:**

# THE COLORADO WORKFORCE DEVELOPMENT COUNCIL

THE COLORADO WORKFORCE DEVELOPMENT COUNCIL'S mission is to facilitate the creation and sustainability of a business-led, competency-based, Colorado talent development system that appropriately integrates the work of education, training, economic and workforce development to meet the needs of businesses, workers, job-seekers and students.



Colorado Workforce Development Council



## ENABLED BY:

- Federal Law (WIOA)
- State Law
- Executive Orders
- By-laws
- MOU's
- Grants

## STRATEGIES:

The CWDC sets priorities, establishes policies, provides incentives, and facilitates development of common goals and performance measures across systems and partners. It facilitates, convenes, coordinates and provides technical assistance, tools, templates, and peer networks through three key strategies, all focused on industry-led, customer-centered, competency-based talent development.

## SECTORS:

These public-private industry specific and cross-industry partnerships utilize **Next Generation Sector Strategies** as the vehicle for aligning public partners with industries' needs in an effective, results-driven manner. They provide the "home" for career pathway systems-building, engaging industry leaders and public partners in a continuous dialogue to ensure that education and training systems respond to industry needs. Additional issues are also addressed such as policy, supply chain and transportation.

The CWDC launched the Colorado model of Next Generation Sector Partnerships in 2013, evolving them into industry-led powerful partnerships that are changing the way the private sector, public sector and education work together.

[www.sectorssummit.com](http://www.sectorssummit.com)

The Colorado model is the flagship of the national model which launched in March 2017, in Arizona, with over 19 regions and states convening to learn from this work.

[www.nextgensectorpartnerships.com](http://www.nextgensectorpartnerships.com)

The goal is to have strong public-private partnerships in each of the states Key Industries, and every region of the state by 12/31/18.

Currently, 24 emerging or active regional industry specific partnerships are working in 11 of the 14 economic development regions of the state, in 8 different Key Industries. An Industry Intermediary Consortium of 6 statewide industry specific trade associations are currently working to leverage effort for a stronger industry-led eco-system.

PERFORMANCE MEASURE	OUTCOME	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 (CURRENT YEAR)	FY 2018-19 (PROJECTION)
Sector Partnerships in Key Industries	<b>Benchmark*</b>	4	6	8	10
	<b>Actual</b>	4	7	TBD	TBD
Sector Partnerships in Regions	<b>Benchmark*</b>	8	9	11	14
	<b>Actual</b>	7	11	TBD	TBD
Number of Emerging & Active Partnerships	<b>Benchmark*</b>	18	23	28	30
	<b>Actual</b>	20	24	TBD	TBD

\*\* See the Key Performance Indicators for FY2016 from the Sector Partnerships Survey:

[www.sectorssummit.com/2016-colorado-sector-partnership-key-performance-indicator-results/](http://www.sectorssummit.com/2016-colorado-sector-partnership-key-performance-indicator-results/)

## CAREER PATHWAYS:

Aligns career pathway programs and local systems developed with high demand industries in each economic development region of the state and scales them into a statewide system with multiple pathways.

The CWDC has coordinated this cross agency work to create an effective process, and has produced a career pathways step-by-step guides. Version 3.0 was recently published and can be found here:

[www.colorado.gov/pacific/sites/default/files/Career\\_Pathways\\_Step-by-Step\\_Guide\\_v3\\_2016\\_e.pdf](http://www.colorado.gov/pacific/sites/default/files/Career_Pathways_Step-by-Step_Guide_v3_2016_e.pdf)

This process has been used to create career pathways in critical occupations within high demand industries. Pathways can be found at: [www.careersincolorado.org](http://www.careersincolorado.org)

In 2016-17 an IT Pathway was developed in partnership with the Colorado Technology Association and can be found at: <https://secure.collegeincolorado.org/careerpaths#/Industry/InformationTechnology>

Healthcare and Construction career pathways are available at [www.careersincolorado.org](http://www.careersincolorado.org).

The CWDC voted to focus on Business Administration, Support and Management and CyberSecurity for the 2017-18 career pathways.

The goal is to create 6 new career pathways and refresh existing pathways by June 30, work-based learning opportunities throughout all forms of education and training.

Creation of a competency-based system requires a commitment from business to work with public partners to identify competencies (knowledge, skills and abilities), to use these competencies in their hiring practices, and work with public partners to create integrated work-based learning opportunities, from internships to apprenticeships and on-the-job training programs. Public partners must adapt education and training to teach to these competencies and provide opportunities for applied learning through projects and meaningful work-based learning for students. The process of learning theory in the classroom, practice in through projects and application on the job, will create an industry-led, competency-based system of career pathways.