

## *Performance Plan Evaluation – July 1, 2014 Submission*

### *Department of Labor and Employment*

#### **Strategic Policy Initiatives**

Initiative criteria<sup>1</sup>:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as “increase” or “decrease/reduce”.
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

<b>Strategic Policy Initiative (SPI)</b>	<b>Outcome oriented</b>	<b>Measureable &amp; Time-specific</b>	<b>Specific, Directional, &amp; Understandable</b>	<b>Connected to Major Program Area/Function</b>	<b>Strategy/action steps identified</b>
Customer Service	Consistently deliver exceptional service	Customer satisfaction will be measured through the creation and implementation of an ongoing customer service survey and after a baseline is set will increase by 5% annually up to a threshold of 95%.	The measure is directional, specific and understandable.	All divisions	The Department identified broad strategies including developing multimedia survey response capabilities utilizing e-mail, Internet, and mail; fostering an agency wide culture of service based on values; utilizing customer feedback, etc.

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<sup>1</sup> These parameters are from OSPB’s instructions; wording is more specifically from the “Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers”, p. 19

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Employee Engagement & Accountability	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 agree or strongly agree on the annual CDLE employee survey.	The measure is directional, specific and understandable.	All divisions	The Department outlined a number of various strategies: Maintain the Employee Quality and Excellence Plan (EQEP) as a tool and include simplifying the tool and process and improving communication; Maintain Covey as the foundation of the Leadership Development Program; Continue to utilize the CDLE Employee Engagement Survey modifying survey questions where appropriate, etc.
Process Improvement	Maximize the value we bring to our customers and stakeholders through our work processes	Implement five key process improvements annually that bring savings of cost, time, and/or create an exceptional experience for our customers or stakeholders	The initiative and associated measure are neither specific nor directional; OSPB recommends the Department revise to improve the clarity of both the initiative and the measure.	All divisions	Department identified a number of strategies including: Develop a culture of continuous process improvement, focusing on the Customer; Continue to identify and implement process improvement opportunities; Continue to determine the priority of projects; Continue to report out results of process improvements; Continue to collaborate internally through the Process Improvement

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Technology	Implement optimal technology solutions that create an exceptional customer experience	Timely resolution of technology issues identified by users of applications and infrastructure as reported in the service desk system; Percentage of critical systems and applications meeting their availability targets.	One- and three-year goals for the measures; OSPB recommends the Department improve the specificity of the initiative to help the Department assess progress; additionally, OSPB recommends the Department review the goals for years one and three to determine if they should be revised to continue to challenge process improvement (Department consistently performance above goal of 90%)	All divisions; OIT	The Department identified several strategies to make progress toward the initiative; one key aspect of the strategies is collaborating with OIT.
Partnerships & Stakeholder Relationships	Build and strengthen relationships with partners and stakeholders	One- and three-year goals for measurements: Each division within CDLE creates a stakeholder group; Survey two stakeholder groups per year to assess how CDLE could provide better service; Hold at least 10 stakeholder group meetings annually.	The initiative is broadly directional; OSPB recommends the Department continue to refine the specifics of the initiative and measures to determine what success will look like with progress.	All divisions	The Department identified several strategies; OSPB recommends the Department continue to refine the initiative to answer the question of how the Department is going to implement stakeholder feedback.

*Additional Feedback: The Department has provided an effective outline of its strategic initiatives, and offered specific measures and strategies to achieve those initiatives. For the next iteration, OSPB recommends the Department continue to build additional lead measures into that assess progress, as some of the measures are primarily outcome-related and do not identify specifically what drives performance in the specific initiative areas.*

**Major Program Areas**

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

<b>Major Program Area</b>	<b>Defined</b>	<b>Customer identified</b>
Unemployment Insurance Division	Defined in strategic component, along with key services.	For the next iteration, OSPB recommends the Department outline specific customers for each service and/or Division.
Division of Employment and Training	Defined in strategic component, along with key services.	For the next iteration, OSPB recommends the Department highlight its specific customers for the various services.
Division of Labor	Defined in strategic component, along with key services.	Public and private employers, employees, unions, minors, and contractors
Division of Oil and Public Safety	Defined in strategic component, along with key services.	For the next iteration, OSPB recommends the Department highlight its specific customers for the various services.
Division of Workers' Compensation	Defined in strategic component, along with key services.	For the next iteration, OSPB recommends the Department highlight its specific customers.

**Critical Processes**

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
  - Input: workload demand, FTE, operating budget, etc.
  - Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
  - Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

<b>Major Program Area</b>	<b>Process</b>	<b>Inputs identified</b>	<b>Outputs identified</b>	<b>Informational Output identified</b>
Unemployment Insurance Division	Determinations on unemployment claims	Percent of FTE working within Claims Processing Unit on new claims adjudication; Number of new claim filings; Total number of adjudication issues detected	Total number of estimated claims processed; Total Issues Resolved	Meet or exceed federal performance metrics for Percent of First Payment Promptness
	Detect improper payments of unemployment insurance	Percent of FTE within the Quality Assurance Team working on Benefit Accuracy Management review; Federally mandated caseload of total claims reviewed; Number of unemployment weeks claimed		Percent of improper payments on benefit year earnings; Percent of improper payments on separation issues; Percent of improper payments - work-search verification; Percent of other improper payment issues; Percent of improper payments on eligibility issues (such as able to work, available to work, or failing to report); Percent of improper payments on base period wage issues (such as incorrect wages used to determine benefits); Percentage of total Unemployment Insurance deemed to be improper
Division of Employment and Training	Support the statewide network of workforce centers	Total job seekers served; Total job openings received		Percentage of persons working in the quarter immediately following receipt of workforce services
	Support Colorado Workforce Development Council	Percent of active participation among Council members	Industry informed and systems aligned initiatives	

<b>Major Program Area</b>	<b>Process</b>	<b>Inputs identified</b>	<b>Outputs identified</b>	<b>Informational Output identified</b>
Division of Labor	Administer and resolve disputed wage claims	Number of Claims Filed; Money recovered		Percent of claims successfully resolved through mediation, conciliation, and other efforts
Division of Oil and Public Safety	Petroleum storage tank inspection and safety review	Number of Inspections performed; Number of Record Reviews done; Percent of facilities in operational compliance with regulations		Percentage of fuel storage locations in compliance
Division of Workers' Compensation	Promote employer participation in cost containment	Number of Educational Outreach Events; Number of Employer Program Audits and On-Site Visits; Certified Employers Reviewed	Reduce Costs associated with workplace accidents for employers participating in the Premium Cost Containment program (PCC)	

*Additional Feedback: The Department has identified several effective measures for determining critical activities within the Department, as well as how well the Department is doing in each area. As the Department develops next iterations of its performance plan, OSPB recommends the Department continue to incorporate additional lead measures.*