

Strategic Policy Initiatives

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

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

Operational Measures

Strategic Policy Initiative #1: Consistently Deliver Exceptional Customer Service

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

Maintain a satisfaction rating above 90%.

Improve access to resources in the talent development system.

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

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

Colorado Department of Labor and Employment
Q1 FY2018 Performance Evaluation (October 2017)

Job placement for people with disabilities	NA	1,339	2,482	2,296	NA	2,802	NA
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*New federal measure

Key strategies:

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

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

Increase employee satisfaction by 5% annually up to 90%

Increase survey participation by 5% annually up to 90%

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	Q1 YTD FY18	1-Year Goal	3-Year Goal
Employee Satisfaction Rate	69%	81%	81%	81%	NA	*	90%
Employee Participation Rate	75%	75%	88%	77%	NA	*	90%

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

Key strategies:

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

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

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

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

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

Key strategies:

Colorado Department of Labor and Employment Q1 FY2018 Performance Evaluation (October 2017)

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

Progress:

- On July 26th a process improvement event supported by the Colorado Workforce Development Council took place to improve alignment between Career Centers across the state.
- Unemployment Insurance reduced the number of internal errors caused by a process used by the Claims Processing Federal Interstate Team from 442 errors per year to zero.
- In Unemployment Insurance, Initial results from a pilot of a new process to reduce the number of hours taken to manually report and update all interested parties regarding absences have demonstrated a reduction in process time.
- The division of workers' compensation Provider Education unit, in collaboration with OIT, participated in a value stream mapping event in June that identified all current data tracking and data sources, along with an Action Priority Matrix. The unit has since completed two of the items identified on the matrix. First was the consolidation of seminar registrations forms into a single easy to process form. Second was creating a lean internal process for scheduling accreditation seminars that narrowed down the vendor list for venues and catering for the upcoming year to create a streamlined process. This will potentially eliminate several hours of work for each seminar.
- A Benefit Payment Control form that was previously completed manually was standardized and automated; the new process will save an estimated 14 hours of combined staff time per month.
- The Division of Unemployment Insurance began implementing a revised and partially automated process for employees to report absences. The new process utilizes a Google document for absentee reporting and automatically generates an email to the staff person's supervisor and team. This new reporting method allows staff who previously manned the absentee phone line to work on higher-priority tasks and enables supervisors and staff to cover the absent employee's duties in a timelier manner.

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

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

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

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

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

Key Strategies:

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

Progress:

- 100% of Worker’s Compensation system is migrated from mainframe
- 25% of Unemployment Insurance system is migrated from mainframe
- The first build of the Labor Standards Claim System was released to the division for testing.
- The Boiler Inspection program concluded the initial phase of user acceptance testing for the new database.

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

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

Hold at least 10 stakeholder group meetings annually through FY16.

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

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

Strategies:

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