Strategic Policy Initiatives

The Department of Labor and Employment has identified five strategic policy initiatives for FY 2018-19 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY 2019 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, 2018.

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%.
Participation will increase 5% annually.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 YTD FY19	1-Year Goal	3-Year Goal
Customer Service Survey Results	87.8%	96.8%	97.4%	86.6%	NA	90%	90%
Customer Services Survey Participation	3,071	3,334	1,577	1,371	NA	1,440	1,587

Key strategies:
- Maintain multimedia survey response capabilities utilizing e-mail, Internet, and postcards
- Further engage employees in our customer service efforts through improved overall communication and communication by leadership
- Continue to improve processes and modernize technology to improve the customer experience
- Engage employees across the agency through a cross-agency committee that focuses on customer service

Progress:
- The Division of Workers' Compensation (DOWC) completed a review of 28 email boxes used by external stakeholder groups to communicate with division staff. The Division was able to eliminate three email boxes and assign ownership to the remaining boxes allowing better interaction and faster response times with customers.
- The UI Appeals Branch recently created and filled the Unemployment Insurance Navigator position, designed to provide expertise, assistance and guidance to internal and external stakeholders about worker classification law in the state of Colorado.

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.

Improve Employee engagement results by 5 percentage points every two years up to 90%

Improve growth and development portion of survey score results by 5 percentage points every two years up to 85%

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	1-Year Goal	2-Year Goal	3-Year Goal
Employee Engagement Survey Results	63%	NA*	72%	NA*	77%	NA	82%
Growth and Development Survey Results	58%	NA*	56%	NA*	61%	NA	66%

*The survey is administered by the state every two years so there are no results for FY16 or FY18.

Key strategies:
- Develop tools for managers and supervisors to facilitate discussions with their employees around their growth and development goals.
- Empower staff to own their own development and future by taking advantage of the tools and resources the department has to offer.
- Utilize employee feedback from employee-driven committees to drive change.
- Strengthen leadership talent through a comprehensive leadership development program that includes coaching for success.
- Promote from within through reallocation and open competitive announcements with a goal of 50% of announced positions being filled with internal candidates.
- Pilot skills-based hiring and promotion with two Divisions in CDLE.
- Pilot a new employee mentoring program to increase engagement, performance and retention.

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	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 YTD FY19	1-Year Goal	3-Year Goal
Number of Major Process Improvements	7*	5*	8	13	1	6	6

* Prior to FY17 when the Division of Vocational Rehabilitation moved to CDLE the goal was 5 process improvement projects annually.

Key strategies:
- Partner 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.

- Encourage our culture of continuous process improvement, focusing on the customer.
- Communicate and celebrate process improvements.

Progress:

- Phase II recommendations for Vocational Rehabilitation counselor process improvements are complete and being reviewed for implementation. When implemented, these changes are projected so save approximately 900 staff hours per year.

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%

Average application health of critical systems goal is 80% or higher by 2020.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 YTD FY19	1-Year Goal	3-Year Goal
% timely resolution of technology issues	**98.9%**	**98.3%**	**98.5%**	**96.7%**	**NA**	**90%**	**90%**
% systems availability	99.1%	94.5%	99.6%	99.7%	NA	90%	90%
Average application health of critical systems	NA	NA	NA	70%	NA	80%	82%

Key Strategies:

- Complete assessment of every critical technology system according to CDLE's technology strategic principles.
- Propose replacement or enhancements to critical systems that are assessed at less than 80% overall health.
- Develop appropriate technology governance processes with OIT to effectively prioritize, manage and repot on our technology activities and projects.
- Implement technologies that align with the Governor's Office of Information Technology roadmap and drive improved costs, productivity and support for 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.
- Ensure funding is in place for successful technology projects, support activities, and ongoing sustainability of each system.
- Align all IT efforts to meet current and known future accessibility and security requirements.

Progress:

- Completed testing on a replacement scanning system for Unemployment Insurance.
- Successfully launched the new EQEP employee performance application upgrade.

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	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 YTD FY19	1-Year Goal	3-Year Goal
Stakeholder group surveys	2	2	2	9	NA	2	2
Stakeholder group meetings	12	10	34	63	NA	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