

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	Q2 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 Customer Service Initiative team reviewed statewide employee engagement survey results for CDLE related to the Customer Service questions and sought feedback from frontline staff and targeted focus groups to hear staff member’s perceptions about the results and suggestions for improvement.
- The Division of Workers’ Compensation collaborated with the Office of Information Technology to update the decade old Workers’ Compensation Benefit Calculator with a bold new look, calculations and table upgrades, printing and copying options and user friendly instructions.
- The Division of Vocational Rehabilitation’s (DVR) efforts in counselor training, process improvements and quality monitoring systems are yielding results. The ratings increased by 31.7 percentage points from Q1 FY18 (55.2%) to Q1 FY19 (86.9%).

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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.

Progress:

- CDLE is focusing on diversity and inclusion of its workforce. CDLE workforce data show that CDLE’s workforce reflects the diversity of the people we serve with the exception of having a lower percentage of Millennial and Gen Z workers.
- In support of maintaining and increasing diversity CDLE has updated our hiring process including job announcement language that encourages applicants with disabilities to apply, options for targeting recruitment to diverse communities and making the comparative analysis/structured application review and interview panels more diverse.
- In support of inclusion, CDLE began a campaign titled *You Belong Here*. In December we began the implementation of Implicit Bias training and we are in the process of evaluating all of our major IT systems for accessibility.
- Five “Generations in the Workplace” trainings with 128 employees attending were taught in October.
- The semi-annual All Leaders meeting was held October 17th with a 10 percentage points higher participation rate than any of the previous meetings.

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- DVR is piloting skills-based promotions with its Rehabilitation Counselor I staff. DVR took advantage of personnel rule 318E to design a program for within grade competency-based promotions and 27% of Counselor I's are eligible and will be receiving their pay increases beginning in January 2019.
- After running a successful pilot, the Unemployment Insurance Division is moving to the permanent practice of skills-based hiring for Labor and Employment Intern and Labor and Employment Specialist I positions rather than requiring a bachelor's degree. This move should also better support career pathways for current nonprofessional employees to move into the professional series.

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	Q2 YTD FY19	1-Year Goal	3-Year Goal
Number of Major Process Improvements	7*	5*	8	13	2	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:

- HR provided training on Google Drive and G Suite applications to promote personal productivity and improved collaboration.
- Two employees attended the Governor's CO Lean Talent Challenge, which helps to train new employees in Lean methodology in order to support continuous process improvement within the Department.

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	Q2 YTD FY19	1-Year Goal	3-Year Goal
% timely resolution of technology issues	98.9%	98.3%	98.5%	96.7%	96.0%	90%	90%

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% systems availability	99.1%	94.5%	99.6%	99.7%	99.6%	90%	90%
Average application health of critical systems	NA	NA	NA	70%	74%	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 report 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 enhancements to Unemployment Benefits systems, making it easier for claimants to file for weekly benefits.
- Completed the replacement of the Division of Unemployment Insurance’s document management system, as a foundational step to the ongoing modernization of the Unemployment Insurance system.
- Upgraded the EQEP (employee performance management system) application to be more user-friendly.
- UI completed health assessments for all applications, to include those not ranked as mission critical. The health scores will assist in the next phase of technology strategic planning.
- Completed enhancements to the Unemployment Appeals system, increasing the efficiency of Appeals staff to schedule and prepare for appeals hearings.

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	Q2YTD FY19	1-Year Goal	3-Year Goal
Stakeholder group surveys	2	2	2	9	NA	2	2
Stakeholder group meetings	12	10	34	63	9	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

Progress:

- The director of the division of workers’ compensation met with the board of the Colorado Workers’ Compensation Coalition, a group that represents employer interests in the workers’ compensation arena, to discuss current issues and the upcoming legislative session.
- Blind and Low Vision Services (BLVS) in the Division of Vocational Rehabilitation conducted its quarterly stakeholder meeting reporting employment outcomes and the status of each program administered by BLVS.
- CDLE conducted the monthly Misclassification Task Force meeting to update and get approval from stakeholders on the communication plan and contents of the annual report.
- Unemployment Insurance convened its stakeholders to provide an update on the UI Trust Fund and to discuss administrative applications to the standard of “willful disregard” of misclassification of workers.
- On October 19, the Division of labor Standards and Statistics met with key stakeholders to discuss draft rules for the Division’s Direct Investigations program. The Division is on schedule to submit proposed rules to the Secretary of State’s office on November 15th.