



**COLORADO**  
Department of  
Labor and Employment

# PERFORMANCE PLAN FY 2020-21

COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT  
JULY 1, 2020



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# ABOUT THIS PERFORMANCE PLAN

The Colorado Department of Labor and Employment's (CDLE) vision of creating "A Working Economy that Elevates All of Colorado" supports and advances each of Governor Polis' Bold Four - Tax Reform & Economic Development, Energy & Renewables, Health and Education & Workforce through its programs and divisions. In the 2019-2020 Performance Plan year, CDLE's Wildly Important Goals included increasing EV charging stations to support "Energy & Renewables" and outreach to job seekers on early childhood education employment opportunities to support "Education and Workforce."

From regulatory compliance through education and outreach to ensuring our state has access to workforce solutions and resources, CDLE Keeps Colorado Working by connecting employers to a qualified workforce, connecting workers with reemployment services and assistance and reducing red tape so our state's business and industry community can thrive and prosper.

COLORADO



# LETTER FROM THE EXECUTIVE DIRECTOR

Dear fellow Coloradans,

At CDLE, our vision is to create a working economy that elevates all of Colorado. Our work in pursuit of that vision is driven by our more than 1,300 employees across the state, who work tirelessly to ensure that all Coloradans have training and employment opportunities and that businesses have what they need to succeed in a rapidly changing economy. In this year's performance plan, you'll read about our department's structure, our past successes, and our plans to advance our work in service of Coloradans in the coming fiscal year.

The first six months of 2020 have been tumultuous, to say the least. The coronavirus pandemic has upended millions of Americans' lives, resulting in widespread job loss and the financial insecurity unemployment can bring. Since the pandemic's arrival to the United States, we've worked hard to support the hundreds of thousands of Coloradans whose employment has been affected. And while our systems were initially overrun by an unprecedented number of callers, we have made significant efforts to streamline our systems and improve customer experiences: we hired 90 new caller agents for our Division of Unemployment Insurance, implemented a call back system so callers don't have to spend as much time on the phone, and provided a tool through which people can schedule appointments with CDLE. We will continue to work hard to make our department more accessible to the many people who are in need of our services.

To assist Coloradans' varied needs during these unprecedented times, we also launched OnwardCO.org, a site designed to serve as a rapid response resource for people affected by the pandemic; users can use the platform to find job postings and training opportunities, as well as information about how to access essential services such as housing and childcare.

We also want to ensure the wellbeing of Colorado's employers as we recover from the economic effects of the pandemic: our work in the coming months will focus on reducing red-tape, streamlining processes, and offering support to industries that have been especially affected by the pandemic.

While we are putting a colossal effort into responding to the needs of Colorado's workers and employers, we are also committed to looking to the future to ensure the state's long-term economic welfare. The past year saw the creation of two offices: the Office of the Future of Work, headed by Katherine Keegan, and the Office of Just Transition, headed by Wade Buchanan.

The Future of Work Office works to understand, raise awareness, and develop policy and programmatic solutions to support Coloradans in today and tomorrow's rapidly-changing economy, with the goals of increasing the number of people entering or reentering the workforce from 79,965 in the 2019 fiscal year to 83,963 for the 2020 fiscal year by June 2021. Another of the office's goals is to help Colorado employers double the number of their skills-based job descriptions. The Office of Just Transition is charged with creating a plan to help coal-dependent workers and communities thrive economically as coal production decreases in Colorado.

The creation of these offices, along with our existing work, helps us address one of Governor Jared Polis' Wildly Important Priorities of fostering an economy that benefits everyone.

During times of crisis, it is easy to fall into despair. But I know the strength and resilience of Colorado's residents and I am more than confident that, by working together, we will be on the road to recovery soon. We've already taken the first steps.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Barela', with a long horizontal stroke extending to the right.

**Joe Barela**

*Executive Director*

Colorado Department of Labor and Employment





**01**

**ABOUT THE  
COLORADO  
DEPARTMENT  
OF LABOR &  
EMPLOYMENT**

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# ABOUT THE COLORADO DEPARTMENT OF LABOR & EMPLOYMENT

The Colorado Department of Labor and Employment (CDLE) is a 1300-person state agency which houses six divisions serving Colorado through resources for workers and employers, as well as public safety and regulatory functions. We provide Colorado employers with recruitment, workforce training, labor law education, 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 in recovering unpaid wages.

## **CDLE serves Colorado by:**

- ❖ building Colorado's talent pipeline
- ❖ 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 people with disabilities to obtain, maintain or regain employment

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



# 02

## CDLE VISION, MISSION, AND PRIORITIES

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## VISION

A WORKING ECONOMY THAT

**ELEVATES ALL  
OF COLORADO.**



# MISSION

WORKING TOGETHER

TO PROMOTE A THRIVING

EMPLOYMENT ENVIRONMENT

WITH OPPORTUNITY

**FOR EVERY  
COLORADAN  
TO PROSPER.**



# PRIORITIES



**MODEL EMPLOYER**

Lead the state in becoming a model employer



**WORKERS PROSPER**

Through meaningful employment, every Colorado worker prospers



**EXCEPTIONAL SERVICES**

Exceptional execution of core services



**EMPLOYERS THRIVE**

Cultivate processes and policies that help employers thrive



**FUTURE OF WORK**

Ensure Colorado is prepared for the future of work

# VALUES

- ❖ ACCOUNTABILITY
- ❖ AGILITY
- ❖ COLLABORATION
- ❖ RESPECT



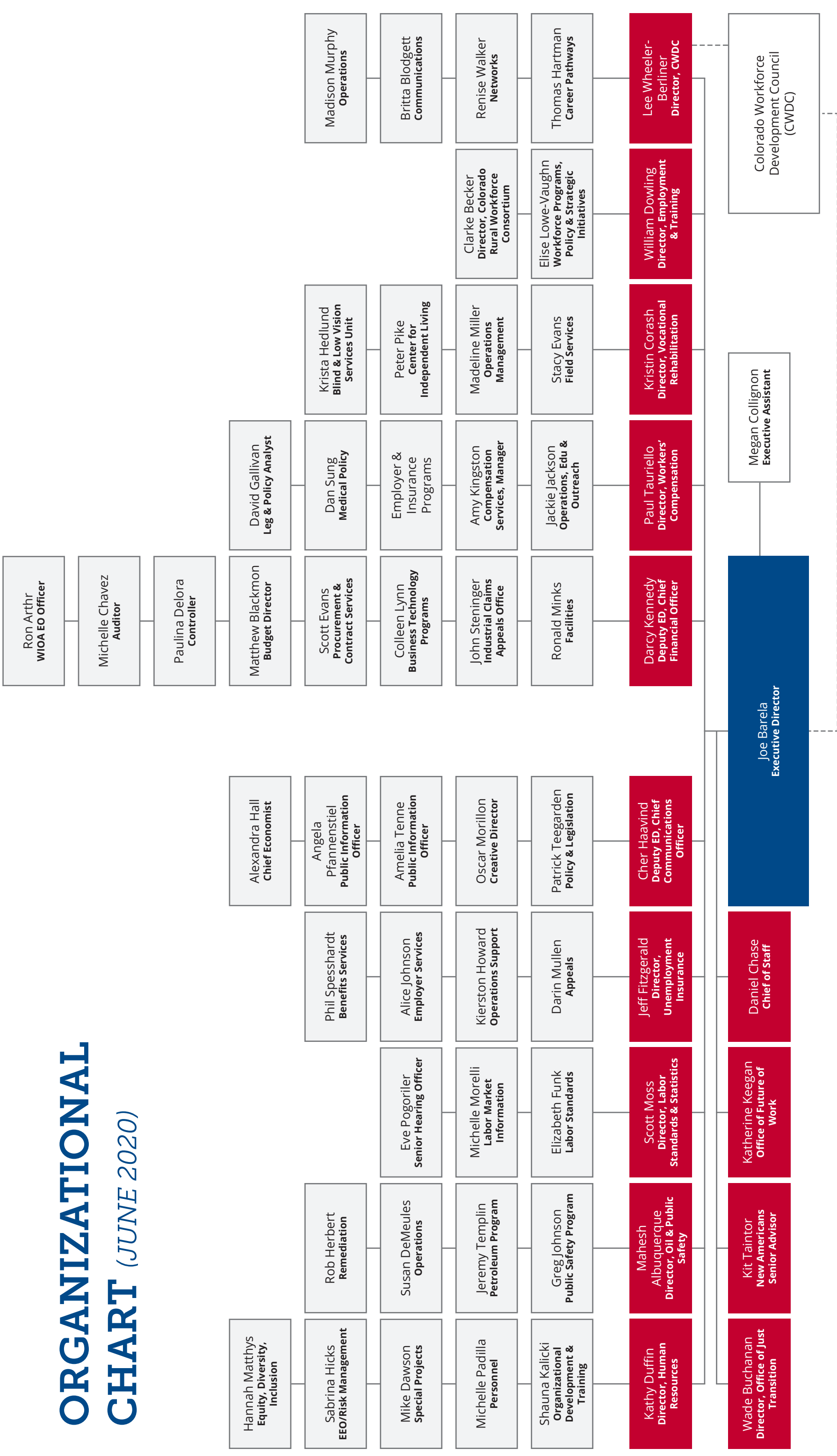


03

ORGANIZATIONAL  
CHART

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# ORGANIZATIONAL CHART (JUNE 2020)





# 04

## STAFFING AND BUDGET

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# TOTAL DEPARTMENT FTE & BUDGET BREAKDOWN



**1,283.6**

Total FTEs (Full-Time Employees)



**\$273,456,496**

Total Funds



**\$21,714,537**

General Funds



**\$81,853,758**

Cash Funds



**\$9,699,764**

Re-appropriated Funds



**\$160,449,962**

Federal Funds

# DIVISION OF UNEMPLOYMENT INSURANCE

**The Division of Unemployment Insurance (UI)** provides unemployment insurance benefits 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:**

- ❖ **Employer Services:** Determine employers' liability, assign premium rates, and collect premiums; conduct random and targeted audits of businesses to ensure proper classification of workers and premiums paid.
- ❖ **Benefit Services:** Provide customer service to inform unemployment claimants of their responsibilities and rights and answer claimants' questions about the UI process; research, analyze and interpret the law to determine a claimant's eligibility and entitlement to receive benefits; prevent, detect, and recover overpaid benefits;
- ❖ **Operations Support:** Investigate and refer fraud cases for criminal prosecution; conduct quality reviews of benefit-related and employer-premium-related functions to ensure compliance with federal and state unemployment laws, policies, and guidelines; identify and address major root causes of improper payments; provide efficient maintenance and retention of records access and storage of all UI correspondence forms and reports.
- ❖ **Appeals:** Provide a hearing venue at locations throughout the state for decisions issued by the Employer Services, Benefits Services, and Operations Support branches that are appealed by a claimant, employer, or other interested party.

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





# DIVISION OF EMPLOYMENT & TRAINING

**The Division of Employment & Training (E&T)** provides a wide range of services for businesses and job seekers. These services are 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. The division consists of two distinct program areas - Workforce Development Programs and the Colorado Rural Workforce Consortium.

**Workforce Development Programs (WDP)** is responsible for policy guidance, program oversight and administration, in accordance with federal and state guidelines. WDP administers several major programs, including Wagner Peyser Act, Workforce Innovation and Opportunity Act (WIOA), Veterans Employment and Training Program, Work-based Learning Unit, Migrant Seasonal Farm Worker Program, Trade Adjustment Assistance Program (TAA), Trade Readjustment Allowance Program (TRA) 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 CRWC serves 51 rural counties through rural Workforce Centers, providing jobseeker assistance and employer services. The CRWC is made up of the 10 sub-areas: Pueblo, Broomfield, Upper Arkansas, Rural Resort, Northwest, Western, Eastern, Southeast, Southwest, and South Central.



# DIVISION OF LABOR STANDARDS & STATISTICS

**The Division of Labor Standards & Statistics (LSS)** is comprised of two units: Labor Standards, which administers Colorado labor laws; and Labor Market Information, which produces, analyzes, and disseminates Colorado labor market statistics.

**Labor Standards enforce and facilitate compliance with Colorado labor laws through:**

- ❖ receiving thousands of wage and other labor law claims annually, then investigating and issuing an individualized written determination on each;
- ❖ issuing and regularly updating binding regulations that implement, interpret, and clarify Colorado labor law statutes;
- ❖ facilitating labor law compliance with publications, outreach events, and a call center that fields thousands of inquiries annually; and
- ❖ administering union elections and, where appropriate, intervening to help resolve labor-management disputes.

**Labor Market Information produces several key data sets on Colorado's labor force including:**

- ❖ **Current Employment Statistics**  
Monthly employment levels and wages, statewide and by locality and industry;
- ❖ **Local Area Unemployment Statistics**  
Monthly unemployment rates, statewide and by locality;
- ❖ **Occupational Employment Statistics**  
Compensation and employment levels by occupation, from surveys of data from employers statewide;
- ❖ **Quarterly Census of Employment and Wages**  
Wage data and employment levels by industry, from large-scale censuses of employers statewide and a range of projections of job growth by occupation and industry.

# DIVISION OF OIL & PUBLIC SAFETY

**The Division of Oil & Public Safety (OPS)** is responsible for a variety of regulatory functions related to environmental and consumer protection and public safety.

**Program oversight includes:**

- ❖ amusement rides and devices;
- ❖ explosives use and storage;
- ❖ 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 and
- ❖ administration of the oversight committee for underground facilities

The Division's oversight also includes the Underground Damage Prevention Safety Commission and Fund, which includes enforcement oversight for Colorado 811. The Division is funded by cash funds with a small amount of federal funding.



# DIVISION OF WORKERS' COMPENSATION

**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 working with claims, insurance, or medical issues and mediating disputes that relate to these items. With some exceptions, the DOWC's role is primarily one of oversight and it does not pay benefits. One exception is the Special Funds Unit which operates like an insurance company and pays benefits to injured workers. New injuries are closed to the Special Funds Unit but benefits continue to be paid to individuals who met the statutory criteria when their claims were open. Recent legislation has also created the Colorado Uninsured Employer Fund which provides some financial relief to workers who were injured while working for employers who failed to carry workers' compensation insurance. This fund will begin paying benefits to workers on January 1, 2020.

The Premium Cost Containment Program offers employers a discount on premiums for demonstrating workplace safety above and beyond the stated 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

**The Division of Vocational Rehabilitation (DVR)** 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. These services are supplemented by a statewide employer outreach program focused on developing relationships with businesses to increase employment opportunities for its clients.

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 Office of Employment First (OEF), the Centers for Independent Living (CIL), the Business Enterprise Program (BEP) and Older Individuals who are Blind (OIB). The Division participates in one fully federally funded demonstration project - ASPIRE (Achieving Success by Promoting Readiness for Education and Employment), which will close out by September 2019.



# COLORADO WORKFORCE DEVELOPMENT COUNCIL

**The Colorado Workforce Development Council (CWDC)** is a governor-appointed, business-led coalition, leading the integration of efforts to build the Colorado talent pipeline. The Council and the CWDC Office provide recommendations to the Governor on issues related to talent development issues. The Office facilitates collaboration among state agencies and partners to ensure effective and efficient leveraging of resources and reduction of redundancies, including managing the support needed to ensure the success of this collaboration of partners and agencies.

A central function of the Council is to champion skills-based practice including competency-based hiring and promotion and work-based learning - learning about work, through work, and at work. Through Talent FOUND, the Office is providing a vehicle for the business community to lead competency-based talent development in Colorado, which requires 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.

The CWDC Office provides strategic, administrative, technical, and logistical support to the Council, its steering committees, task groups; the Governor's Business Experiential Learning Commission (BEL Commission); other oversight boards responsible for integration of talent development efforts in meeting the needs of the current and future worker and economy and, the State Rehabilitation Council. Funding for the Council comes from the federal Workforce Innovation and Opportunity Act (WIOA) through the Departments of Labor and Employment, Human Services, Education, Local Affairs, and the Colorado Community College System, as well as through state legislation and private grants.



# CDLE SPECIAL PROJECTS

## **THE OFFICE OF JUST TRANSITION**

The Office of Just Transition is charged with creating a plan to help coal-dependent workers and communities thrive economically as coal production decreases in Colorado. The plan will include recommended benefits for displaced coal workers, including access to education and training, to help them maintain economic self-sufficiency as they transition to new jobs. The plan will also include strategies and support to help coal transition communities attract investment and create a diversified, equitable, and vibrant economic futures.

## **THE OFFICE OF THE FUTURE OF WORK**

The Office of the Future of Work, created by an Executive Order from Governor Jared Polis, works to understand, raise awareness, and develop policy and programmatic solutions to support Coloradans in today and tomorrow's economy. The office emphasizes the importance of recognizing the unique needs of every community, focusing on minority populations and others who may feel left behind in Colorado's economy.

## **NEW AMERICANS**

In recognition of the significant contributions of immigrants and refugees to Colorado's economy and culture, the Office of New Americans works to understand the challenges facing these populations and propose legislative and administrative solutions to address these challenges. The office advises both the governor and state agencies on issues related to immigration policies, programs, and procedures.



05

PRIORITIES,  
GOALS, STRATEGIES  
AND METRICS

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# MODEL EMPLOYER

## LEAD THE STATE IN BECOMING A MODEL EMPLOYER



### Goal

Collaborate with Division of Workers' Compensation, Division of Oil and Public Safety, Colorado Workforce Development Council and State Office of Risk Management to promote safety in the workplace and comfort in reporting unsafe work environments



### Key Strategies

- ❖ Analyze workforce data to determine industries where employees are discouraged or feel uncomfortable reporting safety hazards or reporting industries
- ❖ Identify key safety partners in high risk industries to develop possible solutions for improving the safety culture in the workplace
- ❖ Develop and deploy one targeted campaign per year to promote safety in the workplace.
  - Provide tools and guidance on preventing workplace injuries



### Goal

Create a plan for reimagining CDLE as part of state government by December 31, 2020 in order to reduce operating costs and increase employee engagement and retention.



### Key Strategies

- ❖ Survey CDLE leadership and employees to determine participation goal for the state's "Work from Anywhere" initiative.
- ❖ Analyze leases and other opportunities for reducing CDLE's physical footprint.
  - Examine every CDLE lease by June 30, 2021
- ❖ Assess strategy for providing standard equipment in response to increasing opportunity for remote work (e.g. phones, laptop vs. desktop computers, etc.)
- ❖ Determine additional resources needed for remote work
  - Training on managing performance, engagement, working effectively, etc.
  - Software needs for meetings, webinars
  - Customer interfaces for services
  - Safeguarding PII
- ❖ Determine needs for fleet vehicles in response to decreased travel



## Goal

Initiate Phase 1 of Equity, Diversity, and Inclusion (EDI) Strategic plan by June 30, 2021



## Key Strategies

- ❖ Identify need for and launch affinity groups
- ❖ Complete Intercultural Development Inventory to assess intercultural competency to inform EDI goals and outcomes
- ❖ Integrate EDI behaviors into CDLE values
- ❖ Begin to socialize an awareness and gender inclusive behaviors
  - Update department SPPs to incorporate EDI and gender inclusive language
- ❖ Create and distribute a template for employees to incorporate pronouns into their email signatures
- ❖ Begin to socialize the value of diversity (create an asset-based culture around EDI) through Executive Team communications and opportunities for all employees to engage and share their stories.
- ❖ Provide opportunities for employees to continue to develop their understanding of EDI



## Goal

Create a culture of leadership growth and development with a goal of 85% of performance evaluations having growth and development results by April 2021.



## Key Strategies

- ❖ Increase work-based learning/skills based hiring practices.
  - Add skills/competencies to all new or revised Position Descriptions
  - Increase remote learning opportunities for employees by restructuring in-person classes to remote learning format
  - Market learning opportunities available through our Learning Management System and other electronic resources.
  - Continue to cultivate apprenticeships and internships within CDLE and state government including partnering with Career Connect.
  - Use UI as a focal for developing skills/competency-based hiring.
  - Expand DVR's pilot of competency-based promotions.

# WORKERS PROSPER

## THROUGH MEANINGFUL EMPLOYMENT, EVERY COLORADO WORKER PROSPERS



### Goal *Agency Wildly Important Goals*

Increase the total number of individuals who enroll in apprenticeship programs by 5% by June 30, 2021 (5,959 to 6256)



### Key Strategies

- ❖ Create and publish an “Equity Agenda” for the talentFOUND network
- ❖ Strategic outreach to underserved populations, (race/ethnicity, economic, geographic) to include partnership with community based organizations and mutli-modality outreach through non-traditional channels of engagement
- ❖ Wraparound supports developed to increase access to work-based learning opportunities
- ❖ Increased minority-owned businesses participating in apprenticeship programs by 5% over baseline (WBL-led, NA support)
- ❖ The Office of the Future of Work will continue development of OnwardCO, training/resources for career coaches, and information to connect displaced workers to opportunity, with a particular focus on transitioning low-wage workers to better pathways.
- ❖ The Office of the Future of Work, OEDIT, and other partners will research supply chains in Colorado’s growing industries, identify opportunities for more local supply chains that leverage Colorado’s assets, and understand how supply chain integration might increase economic complexity and resilience in Colorado to inform OEDIT, CDLE, CDHE, community economic development organizations.
- ❖ The Office of the Future of Work will continue research on the landscape of independent contractors, and develop policy recommendations that reduce misclassification, integrate independent contractors into current systems for worker support and protection, and promote independent contractors’ access to economic opportunity.



### Metric

Individuals enrolled in apprenticeships

- ❖ **Type:** Lag | **1-Year Target:** 5% | **3-Year Target:** 15%



## Goal

Increase user adoption of My Colorado Journey from 18,000 to 45,000 by June 30, 2021



## Key Strategies

- ❖ Employment and Training, DVR, and the Colorado Workforce Development
- ❖ Council (CWDC)-Enhance career exploration platforms that allow for effective searching and occupational interest



## Goal

Through advancing sector strategies, by June 2021 5% more Coloradans are connected to key industries



## Key Strategies

- ❖ Leverage public-private partnerships in key industries to create more work based learning opportunities and pathways to employment opportunities
- ❖ Engage with Local Workforce Development Boards, education programs, and stakeholders for strategic alignment of priorities and services to growth industries



# EXCEPTIONAL SERVICES

## EXCEPTIONAL EXECUTION OF CORE SERVICES IN PARTNERSHIP WITH CUSTOMERS AND STAKEHOLDERS



### Goal

Introduce 3-5 innovative policy initiatives that contribute to Colorado's economic health and recovery



### Key Strategies

- ❖ Introduce legislation to direct the Division of Oil and Public Safety (OPS) to work with stakeholders to develop regulations for Retail EV charging stations by 2023, to ensure equity in the marketplace and promote consumer confidence with retail EV charging.
- ❖ Explore logistics and secure funding to replace the Division of Unemployment Insurance's Employer Services technology platform by July 2022
- ❖ Enhance UI Integrity integration with UI Systems to further drive down improper payments and fraud



### Goal

Identify and set stretch goals for key performance metrics by January 31, 2021



### Key Strategies

- ❖ Within the Division of Unemployment Insurance (UI), enhance UI Integrity integration with UI Systems to further drive down improper payments and fraud
- ❖ Within the Division of Labor Standards and Statistics (DLSS) Give employees and employers closure on wage disputes by deciding wage claims accurately and efficiently, particularly avoiding having claims last over a year, and having most decided in 6-9 months.



### Goal

Refine internal service delivery by January 31, 2021 to enable success



### Key Strategies

- ❖ File Federal Reports timely and accurately for periods ending in the prior quarter
- ❖ Reduce # of outstanding fiscal issues

# EMPLOYERS THRIVE

## CULTIVATE PROCESSES AND POLICIES THAT HELP EMPLOYERS THRIVE



### Goal

Create CDLE Aligned outreach and compliance assistance program by June 2021



### Key Strategies

- ❖ Create Department wide Cross functional team for business/employer outreach and compliance
- ❖ Expand biz navigator program
- ❖ Innovate a staffing model around FML



### Goal

Within the Division of Unemployment Insurance, leverage technology and develop processes to improve and customize worker access to education and outreach opportunities by September 30, 2020.



### Key Strategies

- ❖ Explore technology tools that allow for unemployment insurance claimants to customize skill development in the first four weeks of their claim to promote quick return to the work environment
- ❖ Implement tools that better align skill specific job matches to claimants
- ❖ Promote “future of work” job possibilities to claimants early in their claim to support the workforce for emerging business sectors and job roles



### Goal

Increase employer participation in apprenticeships by 10% by June 30, 2021



### Key Strategies

- ❖ Launch a statewide business recognition program for participation in apprenticeships
- ❖ Develop and deliver statewide marketing material package on apprenticeships
- ❖ Redesign Connecting Colorado and ETPL to more fully integrate apprenticeship recruitment opportunities
- ❖ Leverage the work of the BEL Commission and the Workbased Learning Unit to increase employer knowledge and opportunities in apprenticeships

# FUTURE OF WORK

## ENSURE COLORADO IS PREPARED FOR THE FUTURE OF WORK



### Goal *Agency Wildly Important Goals*

Begin to enhance the diversification of employment opportunities within local communities, starting with communities that were heavily impacted by the economic disruption in Q1 and Q2 of 2020, through the promotion of location neutral jobs, resources, training and support services to workers and employers. Increase Number Entered Employment from 79,965 in PY19 to 83,963 for PY20 by June 2021.



### Key Strategies

- ❖ Marketing campaign to business and workers about location neutral opportunities, including in other languages such as ASL or Spanish as is appropriate
- ❖ Partner with OEDIT on matching location neutral industries/employers with job seekers within impacted communities with businesses participating in OEDIT tax credit programs and to attract location neutral jobs.
- ❖ Explore and deploy a location neutral training/certification for both employers and workers
- ❖ Outreach to employers with location neutral jobs
- ❖ Increase Workforce partnerships with community based agencies serving diverse populations by 25% in each region, as measured by pre/post surveys of local workforce centers and community agencies (NA-lead)
- ❖ Working with the Just Transition Advisory Committee, key stakeholders and state agencies (E and T, DOLA, OEDIT, CEO, etc.), by December 31, 2020, complete a comprehensive state plan for helping workers and communities successfully transition away from coal and thrive in a post-coal economy. Develop strategies to implement the plan, with at least 33% of these strategies being enacted or authorized by June 30, 2021.
- ❖ The Office of the Future of Work will partner with community stakeholders, state and municipal partners, and others to research digital literacy and the programmatic, technological, and educational infrastructure required to ensure all Coloradans are prepared to participate in the future of work. The study will define digital literacy competencies, a framework to measure digital literacy, as well an overview of interventions to increase digital literacy rates across Colorado.



### Metric

Number of individuals entered into employment

- ❖ **Type:** Lag | **1-Year Target:** 83,963 | **3-Year Target:** 88,200

**Goal** *Agency Wildly Important Goals*

By June 30, 2021, facilitate Colorado employers within private and public sectors to increase skills based job descriptions/hiring from 5% to 10%.

**Key Strategies**

- ❖ State Departments with the consistent vacancies will be the focus of the conversion to skills based job descriptions and hiring.
- ❖ Leveraging Unemployment Insurance based RESEA reemployment program.
- ❖ Promoting skills-based practices and skills gaps through campaign with chambers of commerce, Skillful, and CDLE.
- ❖ Create a baseline for skills based hiring by employers with whom DVR works and train employer partners on skills based hiring

**Metric**

Increase skills based job descriptions/hiring from 5% to 10%

- ❖ **Type:** Lag | **1-Year Target:** 10% | **3-Year Target:** 25%

**Goal**

By 2021, 10% of companies served prioritize skills-based hiring v. traditional proxies

**Key Strategies**

- ❖ Provide training for internal HR, staff who serve businesses, and staff who lead communications on skills-based hiring through Skillful Talent Series and through new Learning Management System
- ❖ Include skills-based hiring as a priority in state incentive fund programs
- ❖ Leverage Skillful's partnership and bring it to scale
- ❖ Provide opportunity for Industry Intermediary Consortium to train on Skillful Talent Series
- ❖ Complete skills portfolioing in key industries and transition ownership to industry associations
- ❖ Create a survey to identify the number of state agencies currently using any type of skills based assessment as part of the hiring process for the purpose of sharing best practices across state agencies and promoting skills based hiring.





06

PROCESS  
IMPROVEMENT  
INITIATIVES

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# CDLE COMMITMENT TO PROCESS IMPROVEMENT

Maximizing the value we bring to our customers through streamlining and improving our work processes is essential to ensure we are providing the best customer service and operating in the most efficient way possible. In the 2019-2020 performance plan year, we implemented process improvements throughout the department including paperless forms with the Division of Unemployment Insurance's Employer Services branch, online training for rural staff helping veterans with reemployment and improved data tracking of wage claim processing.

CDLE annually implements six key process improvements that bring cost savings, reduce processing times, or improve customer and stakeholder experience.

## Our strategies:

- ❖ **COLLABORATE** internally through a 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.



# 2019-2020 PROCESS IMPROVEMENT ACCOMPLISHMENTS

## TECHNOLOGY AND AUTOMATION

Deployed the Veterans Vortex to more effectively perform case management activities when working with Veteran job seekers and employers in Colorado. **The tool is a centralized location for veterans specialists to store and share information**, eliminating redundancy and repetitive tasks associated with case management. The tool also acts as a one stop option where staff can access tools such as Connecting Colorado, Virtual Job Shadow, and the Virtual Career Guidance system.



More efficient appointment scheduling with job seekers



Direct access to case management forms



Less time spent navigating multiple sites for information



Streamlined collaborative document management and sharing

Implemented an upgrade for the Unemployment Insurance Call Center which **integrates call center chat functionality into existing telephony system technology.**

Saved the division over **\$100k annually**

Implemented **internal document control and management processes** including electronic contract management system and insurance certificate storage.



More efficient workflows, streamlined approvals, centralized storage.

Launched a new application for the federal Pandemic Unemployment Assistance program (PUA) as provisioned under the CARES Act.



### Expedient

development and deployment of separate claims intake and management system within weeks of legislation allowed for quicker administration of unemployment benefits.



Colorado PUA program paid out over

### \$352 million

in benefits to approximately **128.5k claimants** (as of June 30th)

## PAPERLESS PROCESSING

Implemented paperless processes into a number of workflows including within the Division of Unemployment Insurance's Employer Services Liability team, ACH returns and lien releases.



Improved consistency of work



Improved collaboration among internal units



Reduced processing time transferring files to external agencies



Reduced costs associated with postage and printing supplies

Implemented new paperless system for routing of Unemployment Insurance and Workers' Compensation appeals cases from Industrial Court of Appeals Office.



Improved productivity and decision results

## REFINED & STREAMLINED PROCESSES

Implemented new "smart quota" for wage claims investigators to provide more effective claims tracking using weighted averages.



More quality decisions, avoiding incentivizing quick dismissals

## CUSTOMER SERVICE ENHANCEMENTS

Reduced postage costs by **over \$20,000**  
*(almost 20% of annual postage costs)*

The Division of Workers' Compensation implemented a "Go Electronic" initiative to reduce the amount of paper usage, decreasing postage costs, and exploring electronic document management options.



Reduction of paper usage by 10%, or **300k pages**  
*(per year)*

The Colorado Workforce Development Council implemented new phased approach for Career Pathways Development.



More dedicated time on critical industries and more focused approach to sector partnership development. Industry support expanded from 12 months to 3 years and creates more opportunity for replicability.

Created expanded external resources to help parties' compliance and settlement efforts including series of fact sheets and a new "settlement form," with easy-to-read instructions, to help parties settle disputes without lawyers and without needing to litigate the wage dispute through the wage claim entire process.

## CUSTOMER SERVICE ENHANCEMENTS

The Division of Oil and Public Safety held a four-day process improvement event to **improve guidance provided to tank owners** on installation permitting and tank system startup processes.



Increased the efficiency of reviews and processing



Ensures the informational transactions between OPS and tank owners are complete and accurate



Informs future database redesign to improve user interface as the division moves to paperless documentation

Created the Competitive Integrated Employment Unit within the Division of Vocational Rehabilitation to **support best practices in the inclusive hiring of people with disabilities** at a competitive wage for ages youth through adulthood.



## Improved employment outcomes

for people with disabilities

# 2020-2021 PROCESS IMPROVEMENT INITIATIVES

In the 2020-2021 Performance Plan year, CDLE will continue its commitment to reforming processes as we reimagine government to improve service delivery for customers and stakeholders while we increase employee engagement and productivity. Cornerstone initiatives include greater automation to improve the customer experience, streamlined and paperless workflows to increase efficiency and improved employee engagement and performance through flexplace policies and inclusive practices.

## By June 30, 2021:



### Reduce reliance on leased space

- ❖ Pilot at least one hub concept for client services (Division of Voc Rehab) and look for other opportunities to reduce leased space (department-wide)



### Paperless processes

- ❖ Reduce printing by 10% (Division of Workers' Compensation)
- ❖ Create portal for employer documents for remote audits (Division of Unemployment Insurance)
- ❖ Repository for employers to electronically submit requested information when audits are conducted remotely



### Streamlined customer service

- ❖ Implement technology to improve customer call center (Division of Unemployment Insurance)
- ❖ Increase compliance through education (Division of Labor Standards and Statistics)



### Increased employee engagement



# APPENDIX

FY20Q3 Performance Evaluation