



COLORADO
Department of
Labor and Employment

Performance Plan FY 2019-20

Colorado Department of Labor and Employment
July 1, 2019

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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.

CDLE Vision, Mission and Priorities

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

Adaptability

Collaboration

Excellence

Integrity

Respect

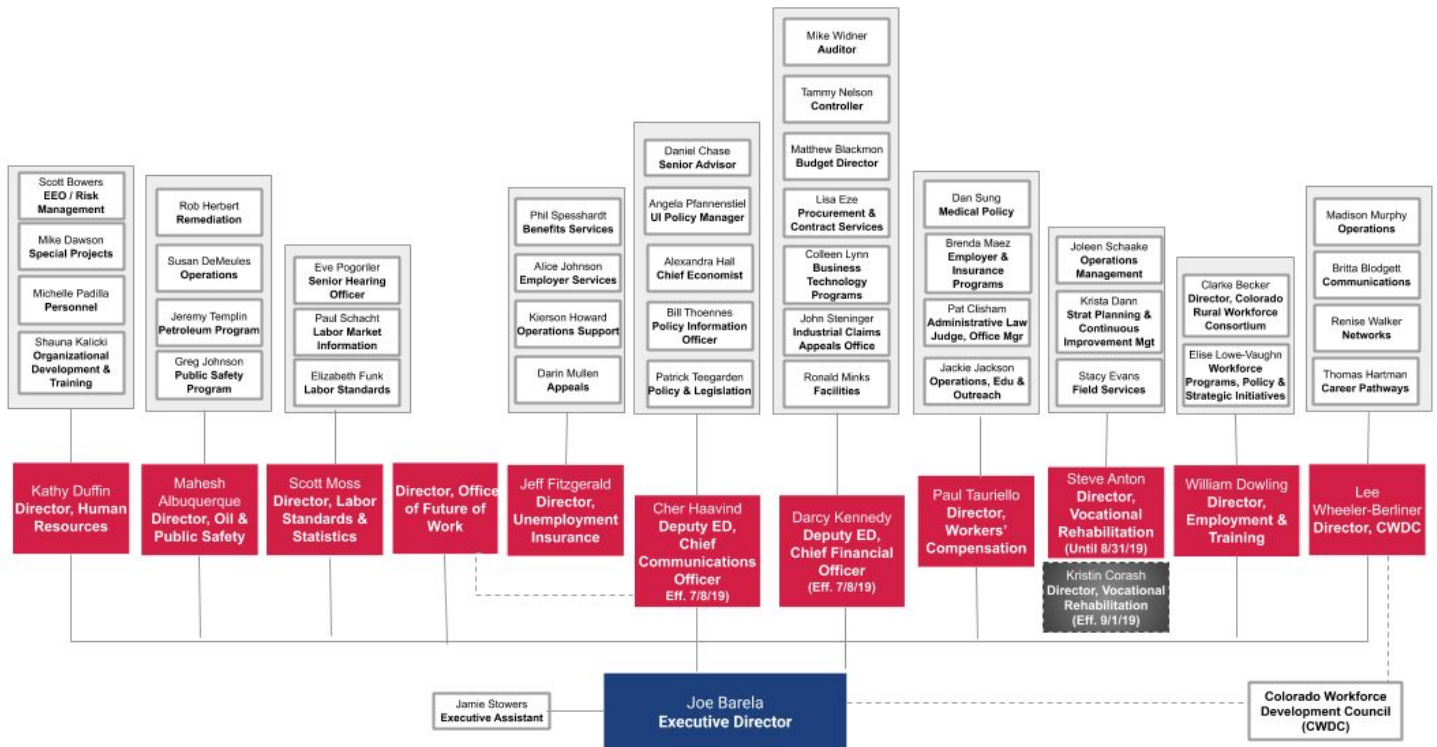
Teamwork

Organizational Chart



COLORADO
Department of
Labor and Employment

Organizational Chart
August 2019



Staffing and Budget

TOTAL DEPARTMENT FTE & BUDGET BREAKDOWN (BASED ON FY 2019-20 APPROPRIATIONS)	
1,292.8 Total FTEs	\$82,643,259 Cash funds
\$271,969,109 Total funds	\$10,092,773 Re-appropriated funds
\$25,519,883 General funds	\$153,713,234 Federal funds

CDLE Divisions

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 and 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 and 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 And 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, 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 "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.

Priorities, Goals, Strategies and Metrics

Model Employer

Lead the state in becoming a model employer

Goal: Assess CDLE values to reflect their alignment with the new areas of emphasis by Dec 31, 2019

Key Strategies:

- Create an inclusive employee taskforce to revise the values and their definitions and behaviors
 - Communications of the values
 - Training of the values
 - Incorporate changes into the EQEP

Goal: Create a model workplace by conducting a landscape analysis in best practices for Diversity, Inclusion and a Safe and Healthy Workplace, and create a scorecard by Jun 30, 2020.

Key Strategies:

- Complete surveys related to best employment practices for a Healthy Workplace, Family Friendliness, People with Disabilities and Veterans to identify and prioritize gaps in best practices. (Could impact policies like telework and flex schedule.)
- Appoint a Diversity & Inclusion Officer
- Create a Model Employer committee

Goal: Create a culture of leadership growth and development with a goal of 80% of performance evaluations having growth and development results by April 2020.

Key Strategies:

- Increase work-based learning/skills based hiring practices.
 - Cultivate apprenticeships and internships within CDLE and state government include partnering with Career Connect.
 - Use UI as a focal for developing skills/competency-based hiring.
 - Expand DVR's pilot of competency-based promotions
 - Partner with the DPS CareerConnect program

Workers Prosper

Through meaningful employment, every Colorado worker prospers

Goal: Enhance the talent pipeline for Colorado's current 14 key industries so that total key industries employment increases by 95,300 by June 30, 2020.	Governor's Wildly Important Goal
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Key strategies:

- Through the Division of Vocational Rehabilitation (DVR), operationalize the Office of Employment First by January of 2020.
- Provide initial or continuing vocational rehabilitation services to 14,569 people with disabilities and Pre-Employment Transition Services to 2,184 youth with disabilities and provide vocational rehabilitation services that conclude with the employment of 2,143 people with disabilities at an average hourly wage of \$15.01 or greater.
- To address workforce shortages and provide greater equity we will increase outreach and services to individuals with multiple barriers to work, including persons with disabilities, justice involved, veterans, homeless, mental health, and opportunity youth.
- Create and implement the pilot phase of Upskill Colorado to deliver education and credentialing opportunities to individuals in fields most likely to be automated -
- Increase the completion rate of RESEA participants from 58% to 70% by 6/30/20
- Through DLSS, Workers' Comp, and UI, all workers have worker protections while working and the tools to make informed decisions in transition.

<ul style="list-style-type: none"> • Employment and Training and the CWDC--Enhance career exploration platforms that allow for effective searching and occupational interest development for students, underemployed workers, and incumbent workers; • Lead with the agility to be responsive to the shifts in future work models; Prepare public systems to be responsive to the shifts in future work models through implementation of research, aligned data analysis, and tangible solutions to existing issues. 			
Metric	Type	1-Year Target	3-Year Target
Coloradans employed in key industries	Lag	2,242,100 (+95,300)	TBA

Goal: Increase net new jobs in the renewable energy sector from 2,574 jobs to 3,074 jobs by June 30, 2020.			Governor's Wildly Important Goal
Key Strategies: <ul style="list-style-type: none"> • Using resources within the department, CDLE commits itself to assisting workers displaced from the change from non-renewable to renewable energy economy. • Increase awareness around the career opportunities and the number of certifications earned by workers in renewable energy. • Increase the number of renewable energy businesses certified in our workers' compensation premium cost containment program to reduce the number of injuries to workers in this sector and reduce the costs associated with such injuries for these businesses, as well as reducing their premiums. 			
Metric	Type	1-Year Target	3-Year Target
Renewable energy sector jobs	Lag	3,074 (+500)	TBA

Goal: Through advancing sector strategies, by June of 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

Goal: By June of 2022, CDLE will increase employment of customers with traditional barriers to employment by 5%

Key strategies:

- Chronicle the work lifecycle of Colorado workers to better identify gaps in support and services which lead to improved employment outcomes
- Revise the CWDC approach to career pathway building so that work more closely aligns with other department and division programs that connect unemployed individuals with in-demand industries
- Develop better alignment of services and outreach to individuals with disabilities to increase employment outcomes

Goal: By 2022, identify 3 new strategies to increase access to benefits for all types of workers

Key strategies:

- Study national practices on means to increase access to benefits for all types of workers and analyze feasibility for Colorado
- Research and conduct portable benefits pilots

Exceptional Services

Exceptional execution of core services in partnership with customers and stakeholders

Goal: Contribute to the increase in the number of public retail EV charging stations and hydrogen fueling stations in Colorado by 20% from 680 to 816 by 06.30.2020			Governor's Wildly Important Goal
Key strategies:			

- Promote redevelopment of petroleum brownfield properties that incorporate or support ZEV charging infrastructure leveraging monies in the petroleum cleanup and redevelopment fund.
- Partner with local, state and federal agencies to raise awareness of the important role that hydrogen LEV play in the ZEV strategy, and attract infrastructure investment for hydrogen production and fueling stations in Colorado.
- Engage and assist with developing a standardized method of sale for public retail EV charging stations in accordance with NIST.

Metric	Type	1-Year Target	3-Year Target
Public retail EV charging stations & hydrogen fuelling stations	Lag	816 (+20%)	TBA

Goal: Introduce 3-5 bold and innovative policy initiatives annually

Key Strategies:

- Expand stakeholder outreach to learn most critical needs to build coalitions and consensus. Create annual department wide stakeholder survey.
- Resource and implement searchable stakeholder database for outreach.
- Develop digital CDLE Annual Report for stakeholders.

Goal: Identify and set stretch goals for key performance metrics by Jan 31, 2020

Key Strategies:

- Create a department-wide analysis for potential interagency collaboration among key agency partners including: CDHS, CDPHE, CDE, OEDIT, HCPF and DOC.

Goal: Refine internal service delivery by Jan 31, 2020 to enable success

Key Strategies:

- Conceptualize and implement service level agreements between internal services units and each division.

Employers Thrive

Cultivate processes and policies that help employers thrive

Goal: Create CDLE Aligned outreach and compliance assistance program by June 2020

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: Award 80% of allocated incentive funding by Jun 30, 2020

Key Strategies:

- Collaborate with other agencies to leverage funding sources
- Provide \$4 million in reimbursement to petroleum storage tank owners to upgrade or remove aging tanks, or redevelop petroleum brownfield sites by June 2020

Goal: A 5% Increase in participation of businesses in industry incentive programs by Jun, 2020

Key Strategies:

- Stand up a new business benefit portal by 2023
- Engage with Industry Intermediaries Consortium about better utilization of incentives
- Educate and equip local partners, DVR and workforce frontline staff so as to better align business outreach and services to increase employer knowledge and opportunities
- Pilot employer incentive programs

Goal: Increase employer participation in apprenticeships by 10% by Jun 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: Lead the conversation and set Colorado's strategy for the Future of Work by producing 5 deliverables by Jun 30, 2020			Governor's Wildly Important Goal
Key strategies - Successful completion of this goal will: <ul style="list-style-type: none"> • Engage business, labor, education and policy leaders to create a statewide strategy to prepare Colorado for the workforce dynamics of the future. • Prepare Colorado employers to hire and recruit based on skills-based hiring vs. traditional proxies which will address inevitable disruption to some jobs. • Provide workers with access to resources and benefits in a changing global economy which includes portable benefits, training and skills upgrading. 			
Metric	Type	1-Year Target	3-Year Target
Future of Work deliverables	Lead	5	TBA

Goal: Develop enhance, and reengage the talent pipeline of available certified kindergarten teachers from 3,272 to 3,615 in Colorado by Jun 30, 2020.			Governor's Wildly Important Goal
Key strategies: <ul style="list-style-type: none"> • Expand the number of education sector strategies from 1 to 3 by 2020. • Develop an Encore (mature worker) career campaign that focuses on Kindergarten Teachers credentialing by August 1, 2019 			
Metric	Type	1-Year Target	3-Year Target
Certified kindergarten teachers available in Colorado	Lag	3,615 (+343)	TBA

Goal: Increase % participation and completion of RESEA (UI program will increase RESEA participation from 58 to 70% by Jun 30, 2020)

Key strategies:

- UI program will require local areas to collect data on RESEA no-shows whose failure to appear was due to their reemployment prior to the appointment date, and begin to calculate a true completion rate rather than a raw completion rate.
- Explore incentives for local participation based on connection to broader set of priorities (targeted industries)

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 LMS
- 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

Appendix

FY19 Performance Evaluation

CDLE's Strategic Policy Initiatives for FY19 reported performance in five key planks - Customer Service, Process Improvement, Technology, Partners and Stakeholder Relationships and Employee Engagement and Accountability. While these strategic initiatives are still reflected in all employees' performance evaluation through April 2020, and the agency continues to focus on two key initiatives throughout the organization (Customer Services and Process Improvement), CDLE's five priorities not only encompass but expand upon these strategic initiatives.