



### Overview and Organization

#### *"We keep Colorado working"*

- We connect businesses with job seekers and job seekers with great jobs.
- We help people who have lost their jobs through no fault of their own.
- We assist workers who have been injured on the job.
- We ensure fair labor practices.
- We protect the workplace – and Colorado communities – with a variety of safety programs.

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### 2011 Department Accomplishments:

#### Organizational alignment and strategic planning

- Developed a new vision, mission and values
- Aligned strategic plan and priorities
- Opened multiple lines of internal employee communication
- Implemented twice yearly department-wide employee engagement survey
- Reorganized three divisions: Unemployment Insurance, Workers' Compensation and Oil and Public Safety, as well as the Executive Director's office

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### 2011 Department Accomplishments:

#### Serving Colorado businesses and workers

- Implemented the first-ever virtual access to workforce center services for rural Colorado
- Established a 72-hour response time to complaints
- Reviewed all rules and regulations
- Recovered \$1.1 M in unpaid wages to workers
- Saved \$17 M through free risk management program and services
- Remediated 32 contaminated petroleum sites across the state
- Developed and launched first virtual job fair attracting more than 1500 jobseekers

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### Strategic Planning – Our Process and Results

- **Foundation:** employee engagement survey
- **Survey results:**
  - Increased accountability
  - Opportunities for professional growth
  - Leadership and strategic direction
  - Improved technology

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### Strategic Planning – Our Process and Results

- **Vision:** Quality and excellence in all we do
  - Commitments:
    - Outstanding Customer Service
    - An inclusive culture
    - Knowledgeable employees who drive our success
    - Being a trusted and strategic partner
    - Continuing process improvement
- **Mission:** To protect and promote the integrity and vitality of Colorado's employment environment.
- **Values:** Teamwork, Accountability, Collaboration, Respect, Integrity, Adaptability, Excellence

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### Strategic Initiatives

- Customer Service
- Process Improvement
- Technology
- Strategic Partnerships and Stakeholder Relationships
- Employee Engagement and Accountability

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**Strategic Initiatives**

- **Employee Engagement and Accountability**  
**Objective:** Establish a culture of employee engagement and accountability resulting in high performance
  
- **SMART Goal (s):**
  - Improve employee survey results by 15% over 3 years
  - 100% participation in performance evaluation training

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**Strategic Initiatives**

- **Customer Service**  
**Objective:** Increase customer satisfaction
  
- **SMART Goal:** Reduce costs associated with workplace accidents for employers participating in the Premium Cost Containment program (PCC) within the Division of Workers' Compensation.

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**Strategic Initiatives**

- **Process Improvement**  
**Objective:** Reform and improve key processes
  
- **SMART Goal:** Reduce the percentage of UI improper payments to the national acceptable level. (as a percent of all UI benefits payments)
  - Current = 17.4%
  - National Benchmark = ≤ 10%
  - National Average = 12.5%

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**Strategic Initiatives**

- **Technology**  
**Objective:** Implement optimal technology solutions
  
- **SMART Goal:** Overhaul eComp database within Division of Labor to increase program usability and increase efficiency of work by compliance officers.

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**Strategic Initiatives**

- **Strategic Partnerships and Stakeholder Relationships**  
**Objective:** Increase opportunities with strategic partners and stakeholders to provide value to Colorado
  
- **SMART Goal (s):** Participate in at least five major outreach events annually with stakeholders of Division of Oil and Public Safety.

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**Unemployment Insurance (UI) program**

**2011 Accomplishments**

- Reorganized and redesigned the program
- Developed new working relationship with USDOL
- Implemented Trust Fund solvency reform
- Developed comprehensive Integrity Action Plan for improper benefit payments
- Launched SmartFile online application
- Developed a long-term strategy for an IT system replacement

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### Unemployment Insurance (UI)

#### 2012 Goals

- Improve customer service through increased customer access to services and information
- Provide a sustainable, quality working environment for employees
- Increase efficiency and effectiveness of operations to meet and exceed performance standards
- Implement optimal technology solutions to deliver timely and accurate customer service including implementing the WyCAN plan for an updated technology platform

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### UI – Reducing Improper Payments

- Summer 2011 – USDOL review
- Executive Order B 2011 004
- Integrity Action Plan:
  - Prevention
  - Detection
  - Recovery

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### UI – Call Center

- Weeks of unemployment claimed increased nearly 200% from 2008
- Roughly 30% of claimants access services via phone vs. online
- Answered more than 190,000 calls in 2011
- Average 4000-6000 calls answered per week
- Staffed up through temporary resources to meet demand, especially in Call Center
- Challenge: improve customer service with decreasing resources
- Reorganization
  - Eliminate and create positions
  - Direct to customer service with emphasis on Customer Service Center and Integrity functions
  - Increase staff within the Customer Service Center
  - Anticipate answering up to 2000 more calls/week

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### Moving Forward

- New Leadership Team
- Aligned and measurable Department-wide and Division Goals
- Improved Customer Service and Satisfaction
- New Performance Plans for 2012/2013
- New Training Programs
- Lean Process in each Division
- Culture Change and Employee Engagement

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