



Idaho Department of Labor SFY 2017-2021 Strategic Plan

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Idaho Department of Labor
C.L. "Butch" Otter, Governor · Kenneth D. Edmunds, Director

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C.L. "BUTCH" OTTER, GOVERNOR
KENNETH D. EDMUNDS, DIRECTOR

About the Idaho Department of Labor

Meeting the workforce demands and employment needs of Idaho's businesses and job seekers through 25 local offices throughout the state is a primary focus of the Department of Labor. Services delivered include job search, employee recruitment, unemployment insurance, wage and hour laws, workforce training, career information, communication and research, human rights and Social Security disability determinations.

Idaho's 25 local offices are a direct link between businesses, employees and state government, perfectly situating the Department of Labor as the state's lead agency in workforce development.

Working under a single statewide plan, the department leverages the state's workforce training dollars by working closely with the Department of Commerce, the Office of the State Board of Education, Career and Technical Education, Vocational Rehabilitation, Adult Basic Education, the state's colleges and universities and other training providers.

Oversight and program input is provided by the Idaho Workforce Development Council, a private-sector advisory board appointed by the governor, while the agency collaborates with representatives from all segments of Idaho's economy to help create quality jobs and foster a skilled and educated workforce.

For more information on the Idaho Department of Labor's strategic plan, contact Georgia Smith at (208) 332-3570 ext 2102 or at geosmith@labor.idaho.gov.

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OUR VISION

To be Idaho's trusted leader in delivering workforce services

OUR MISSION

CONNECT
Business, education
and workforce

LINK
Job seekers with
employers

HELP
People with career
and life transitions

KEY OBJECTIVES

1. Build a demand-driven model with employers as customers
2. Create an environment of continuous improvement
3. Re-achieve national leadership in unemployment insurance
4. Apply technology solutions to improve efficiency and effectiveness
5. Develop / implement financial accountability
6. Develop / implement standardized performance management

OUR CORE VALUES

- **Honesty and Integrity** – Acting with high ethical standards in our dealings with fellow workers, the employers and employees we serve, and with all whom we come in contact.
- **Reliability** – Demonstrating our determination, dependability and trustworthiness.
- **Teamwork and Collaboration** – Accomplishing more by working together than by working alone.
- **Employee Empowerment** – Knowing each one of us can make a difference and our contribution is valued.

Connect Business, Education and Workforce; Link Job Seekers with Employers

Objective I: Build a Demand-Driven Model with Employers as Customers

Workforce Services & Administration

Twenty-five local offices throughout the state allow the department's Administrative and Workforce Services divisions to effectively deliver a broad array of labor exchange services to job seekers and Idaho employers. These services include - referring job candidates and delivering labor market information, training resources, career services, job fairs, rapid response services to dislocated workers and services to veterans, farmworkers and individuals with disabilities.



Goals / Desired Outcomes

- Labor services structured to meet needs of businesses.
- Employers connected to a qualified workforce.
- Demand-driven, workforce solutions based on partnerships between business, education, economic development and other government agencies.
- Job seekers connected with appropriate, quality jobs and careers.

Strategies / Tactics

1. Use Employment Services / WIOA - Use Wagner-Peyser Act and Workforce Innovation and Opportunity Act and NEG / Trade Adjustment Assistance funds to:

- Create opportunities for lifelong learning by expanding delivery options such as: 1) stackable credentials, 2) compressed scheduling, 3) online and distance learning, 4) modularized curriculum and 5) other alternative learning modalities.
- Provide access to employment, training and economic self-sufficiency to low income adults and at-risk youth, dislocated workers and others with barriers.
- Improve customer access to the state's labor exchange system, IdahoWorks, based on the America's Job Link Alliance.
- Measure program effectiveness of the Workforce Innovation and Opportunity Act Eligible Training Providers by collecting the number of students, completers entered employment and average earnings.



- Establish a multi-disciplined team from across the state to ensure the implementation of WIOA's demand-driven suggestions.

Performance Measures / SFY17 Benchmarks:¹

- *Employment Services - Entered Employment Rate: 58.1%*
- *Employment Services - Retention Rate: 67.6%*
- *WIOA - Percentage of adult clients employed as of second quarter after exiting the program: 81.5%*
- *WIOA - Enter employment rate for dislocated workers: 81.8%*
- *WIOA - Placement of youth in employment or education: 73.1%*

2. Using the Idaho Workforce Development Training Fund, form or improve targeted sector partnerships and develop talent pipelines to meet business needs by distributing nearly:

- Meet the demand for employer-based workforce training contracts
- \$1 million in Industry Sector Grants; and
- \$500,000 in Community-based MicroGrants.

Performance Measures / SFY17 Benchmarks:²

Total number of people trained with Workforce Development Training funds for specific industry workforce pipelines.

- *Employer contracts entered into with Idaho businesses: 502*
- *Industry Sector Grants to education institutions: 450*
- *Community-based Micro Grants: 64*
- *Average wage of people trained through WDTF funds: \$19.57*

3. Business Services - Prioritize industry sectors and develop action plans for allocation of Labor resources among targeted businesses and/or industries.

- Assess workforce needs and available workforce for targeted customers
- Help business customers develop plans for meeting workforce needs
- Establish a common approach and platform for accumulating business information and assessing business needs, including lead generation, conversion and customer maintenance
- Revise and enhance effectiveness of Labor tools and resource s
- Increase utilization of Labor research to improve workforce needs understanding and analysis

**Performance Measures / SFY17 Benchmarks:³**

¹ Federal USDOL Wagner - Peysler, Workforce Innovation and Opportunity Act, Trade Adjustment Assistance and Employment Service performance goals.

² Performance measures / benchmarks established by the Idaho Department of Labor, Idaho Workforce Development Council.

³ Performance measures / benchmarks established by the Idaho Department of Labor, Idaho Workforce Development Council.

Total number of people trained with Workforce Development Training funds for specific industry workforce pipelines.

- *Employer contracts entered into with Idaho businesses: 502*
- *Industry Sector Grants to education institutions: 450*
- *Community-based Micro Grants: 64*
- *Average wage of people trained through WDTF funds: \$19.57*

4. Apprenticeship Idaho –Create Apprenticeship opportunities for Idaho businesses who desire a skilled labor force. The apprenticeship project is a training program that allows the employers to train staff in the necessary job skills and work toward a nationally recognized credential. Education and business are connected to develop what the employer actually needs.

- Conduct a series of regional meetings this fall to educate employers on the advantages of participating in a statewide apprenticeship program.
- Work with education and business to streamline the job analysis process using tools already available.

Performance Measure / SFY17 Benchmarks:⁴

- *-Increase the number of registered apprenticeships by 20%*
- *-Increase the number of people participating in registered apprenticeships by 20%*

5. Idaho Department of Labor Hispanic Initiative

The department has identified a significant workforce gap based on expected population growth of Idaho's Hispanic community and number of jobs available by 2020. Two key strategies to address this workforce gap is through targeted efforts include increasing career awareness of in-demand occupations and internships for Hispanic youth.

- Sponsor Health Care Summits (similar to the one in Canyon County) in other areas of the state with significant Hispanic student populations in their high schools.
- Expand business educator summits to other in-demand occupations such as construction and advanced manufacturing;
- Increase the number of Hispanic youth participating in paid and unpaid internships in STEM-related occupations.

Performance Measure / SFY17 Benchmarks:⁵

- *Health Care Summits Organized: 2-4 per year in different regions of the State*
- *Number of and attendance at Business / Educator Summits: 10-20 employers per event*
- *Number of Hispanic youth placed in STEM-related paid and unpaid internships by the department: 10 per year*

6. Workforce Policy - Develop and promote policies that align workforce, education, economic development and entrepreneurship to meet industry and employer workforce needs.

⁴ Performance measure / benchmark established by the Idaho Department of Labor

⁵ Performance measure / benchmark established by the Idaho Department of Labor



- Support State Board of Education’s micro-certification project to help job seekers and employers recognize knowledge and skill standards used for secondary technical programs.

Performance Measure / SFY20 Benchmark:⁶

- *60 percent of Idaho workers obtain a certificate, industry credential, apprenticeship or degree beyond high school by the year 2020.*

External Factors

- Ability to compete for grant funds made available by the U.S. Department of Labor.
- Continued Congressional funding for the Wagner-Peyser Employment Services programs.
- A reduction in federal budget resources and an improving economy continue to impact staffing levels and will impact service delivery.
- Implementation of the recently enacted Workforce Innovation and Opportunity Act (WIOA).
- Timely distribution of funds so programs are not disrupted.
- Continued legislative and business support for the Workforce Development Training program that is funded by a 3 percent set-aside of unemployment insurance taxes.



⁶ Performance measure / benchmark established by the Idaho State Board of Education

Research and Idaho Labor Market Information

Goals / Desired Outcomes

Data-driven insight, workforce policies and decision-making that results in growth and prosperity for Idaho residents.

Strategies / Tactics / Performance Measures and Benchmarks

1. Connect and align the workforce needs of Idaho businesses with education.

- Share Idaho's 2014-2024 Occupational and Employment Projections with the public, business, education and government stakeholders
- Initiate and conduct analysis of Idaho's hard-to-fill occupations:
- Research and develop quantitative analysis that drive policy, education and training requirements



Performance Measure / SFY17 Benchmarks:⁷

- *At least 72 presentations delivered to target audience.*
- *Six relevant target industry studies produced with published analysis.*
- *Completion and publication of 12 relevant studies providing analysis and insight pertaining to businesses, education and individual stakeholders based on the state's targeted industries including aerospace, recreation technology, high tech, health care and power and energy.*

2. Raise awareness and use of labor market information by businesses, the public and stakeholders of Idaho; lead and support local and targeted economic development efforts.

- Fulfill wage and labor market information requests aimed at economic growth.
- Develop and publish analysis using LMI data that highlight policy, business, education and career solutions
- Conduct training on publicly available demographic and labor market information to the local offices and other stakeholders

Performance Measure / SFY 17 Benchmarks:⁸

- *Document at least six (6) cases where jobs or increased wages result from data requests.*
- *Publication of 12 relevant articles published on the Idaho Department of Labor blog or local media outlets*
- *Delivery of six (6) regional workshops on accessing labor market information.*

⁷ Performance Measure / Benchmark established by the Idaho Department of Labor

⁸ Performance Measure / Benchmark established by the Idaho Department of Labor

4. Meet federal unemployment insurance (UI) reporting requirements

- Produce weekly reports on the number of claimants, weeks, claimed and benefits paid.

Performance Measure / SFY 17 Benchmark:⁹

- *100 percent timely and accurate completion and delivery of UI reporting responsibilities*

5. Establish the base unemployment tax rate paid by Idaho employers and the State of Idaho.

- Calculate the annual base tax rate for Idaho employers and state agencies each year.

Performance Measure / SFY 17 Benchmark:¹⁰

- *Timely delivery of associated administrative orders to the Unemployment Insurance Tax Bureau in November and Division of Financial Management in April.*

6. Ensure solvency and stability of Idaho's UI Trust Fund

- Develop reports that provide transparency and assurance that Idaho's UI Trust Fund is ethically and statutorily managed.

Performance Measure / SFY17 Benchmark:¹¹

- *Adhere to federal and state actuarial requirements and reporting for UI solvency and transparency by publishing a report to customers and stakeholders by December.*

7. Protect employer and personal identifiable information pursuant to standards set by the Confidential Information Protection and Statistical Efficiency Act of 2002 (CIPSEA), and enforced by the U.S. Bureau of Labor Statistics, as well as other federal and state laws and regulations

Performance Measure / SFY 17 Benchmark:¹²

- *100% of all department employees who have access to confidential business and personal information have CIPSEA training certifications and signed agreements.*
- *Number of CIPSEA and state disclosure violations: Zero*



8. Ensure continued funding of core labor market research efforts:

- Administer and meet the obligations of the State of Idaho pursuant to the annual Bureau of Labor Statistics Cooperative Agreement:

Performance Measure / SFY 17 Benchmarks:¹³

- *100 percent successful completion of data delivery products, reports and tasks within deadline and quality requirements.*
- *Continued funding by the Bureau of Labor Statistics of \$635,000*

⁹ Idaho Code Title 72; Chapter 13 - Idaho Employment Security Law

¹⁰ Idaho Code Title 72; Chapter 13 - Idaho Employment Security Law

¹¹ Idaho Code Title 72; Chapter 13 - Idaho Employment Security Law

¹² Bureau of Labor Statistics Cooperative Agreement with the State of Idaho

¹³ Bureau of Labor Statistics Cooperative Agreement with the State of Idaho

- Administer and fulfill Idaho's obligations under the Workforce Information Grant received from the U.S. Department of Labor (USDOL).

Performance Measure / SFY 17 Benchmarks:¹⁴

- *Continued funding by USDOL Employment & Training Administration for \$345,000*
- *Delivery of industry and occupational projections, annual economic report.*
- *100 percent deliverables submitted with deadline and quality requirements.*

External Factors

- Recession or soft economic conditions that impede economic development and growth.
- Changes in staffing.
- Congressional, federal, state and USDOL funding levels.
- Idaho State government spending authority as provided by the Idaho Legislature.
- Status and interpretation of CIPSEA, Family Educational Right and Privacy Act and other relevant federal and state privacy laws.
- Status of wage record sharing between federal and state, as well as between individual states.

¹⁴ USDOL Workforce Information Grant

Helping People with Career and Life Transitions

Idaho's Career Information System

Goals/ Desired Outcomes

- Provide comprehensive career information, resources and services to help Idahoans make successful education and career decisions.



Strategies / Tactics

1. Improve social and economic conditions and reduce poverty in Idaho's rural communities by improving access to post-secondary opportunities.

- Administer the Inspiring Futures VISTA program to increase capacity for college and career development statewide in support of 2016 Idaho Senate Bill 1290.
- Support state efforts to deliver college and career advising to students in grades 8 - 12.
- Complete at least five (5) additional activities (e.g. convening community stakeholder meetings, promoting collaboration, aiding Idaho schools in the collection of data, or developing a career adviser volunteer program).

Performance Measure / SFY 17 Benchmark:¹⁵

- 15 schools with college and career implementation plans.
- Five community-based career planning activities
- Establish and collect 2015-2016 baseline grant performance measure data by end of SFY17.

2. Increase the number of rural, low-income students who are prepared to enter and succeed in post-secondary education through the Future in Action AmeriCorps program.

- Measure baseline education aspirations.
- Track academic, career and financial aid advising.
- Engage in advising activities with Idaho students.
- Collect 2015-2016 baseline post-secondary enrollment data from the Idaho State Longitudinal Data System (SLDS) by end of SFY17.
- Support academic, career and financial aid advising.
- Support communication and parent/family advising and engagement.
- Send emails, personalized text messages to parents or families at participating schools.
- Hold Parent Night events.
- Reduce summer melt and support summer exploration program through summer mentoring sessions, college visits and work-based learning experiences.

¹⁵ As set forth by a Corporation for National Community Service Grant to the Idaho Department of Labor

Performance Measures / SFY 17 Benchmarks:¹⁶

- Response rate for baseline education aspiration survey - 100% of student participants
- 800 students receive at least one (1) hour of academic, career and financial aid advising
- 12 emails / 15 personalized text messages to parents or families at participating schools
- Six hours of career advising activities (or 6 hours of total activities) with 400 students.
- 20 Parent Night events.
- 240 students complete FAFSA applications.
- 400 students complete one scholarship application with 200 receiving a scholarship
- 240 students sign up to take an AP or dual credit class.
- 1,400 students create a CIS Personal Learning Plans or take an interest assessments.
- 20 FAFSA Night events.
- 40 college and/or career fairs.
- 60 students attend summer mentoring session in June 2017
- Conduct at least 6 college visits with program participants.
- 65 students in work-based learning experiences in June 2017.

**3. Identify and remove barriers to access for the Idaho Career Information System (CIS)**

- Create a single sign-on that students can use to access multiple accounts
- Support efforts to develop a statewide volunteer exchange tool. Research and evaluate alternative pricing options and potential changes to the contracting process.
- Research and evaluate the impacts of reducing the number of site types.
- Simplify site navigation and make content easier to access.
- Provide and support additional public access to Idaho's Career Information System through CTE Skill Stack, the State Board of Education's Next Steps Idaho website, and the Idaho Associated General Contractors We Build Idaho website.
- Collaborate with community partners including Idaho State Board of Education, Idaho Division of Career Technical Education, Idaho School Counselors Association, community libraries,
- Serve Idaho, Educate Idaho Network, Idaho Board of Education, Idaho Division of Career Technical Education, and Idaho STEM Action Center.

Performance Measure / SFY 17 Benchmarks:¹⁷

- Complete research by end of SFY17.
- Redesign site resource pages by December 2016.
- Respond to 100% of public access requests.

¹⁶ As set forth by a Corporation for National Community Service Grant to the Idaho Department of Labor

¹⁷ Performance measure / benchmark established by the Idaho Department of Labor

4. Incentivize and drive Idaho Career Information System usage by leveraging internal and external partnerships.

- Increase statewide college and career awareness.
- Create new and expand existing community partnerships with other organizations (e.g. Idaho Afterschool Network, TVEP, Hispanic Commission).
- Increase knowledge/skill building by providing continuing education for teachers and career development professionals.

Performance Measure / SFY 17 Benchmarks:¹⁸

- 10 statewide user group training sessions (e.g. schools, near peers, agencies, and private organizations).
- Hold at least one (1) Train-the-Trainer event in collaboration with regional associations
- Hold eight (8) career development workshops statewide by Oct. 31, 2016.

5. Rebrand the Idaho Career Information System (CIS)

- Research potential Idaho CIS design changes.
- Develop a new career development outreach and implementation plan to increase the use of Idaho CIS among students, parents/guardians, educators, and adult job seekers.

Performance Measures / SFY 17 Benchmarks:¹⁹

- Complete a user needs assessment final report by Dec. 31, 2016.
- Hold at least five (5) career and education resource GAP analysis meetings with other state agencies.
- Complete alternative name evaluation and rebranding cost evaluation by end of SFY17.
- Updated outreach plan by end of SFY17.

External Factors

- Cost of IntoCareers' licensure structure.
- Changes in funding levels to support Career Information System activities.
- Changes in availability of grant funding.
- Changes in information technology.
- Statewide support for career development.

¹⁸ Performance measure / benchmark established by the Idaho Department of Labor

¹⁹ Performance measure / benchmark established by the Idaho Department of Labor

Idaho Disability Determinations Service

Goals / Desired Outcomes

- Fair determinations on applicant medical eligibility for Social Security disability benefits.

Strategies / Tactics

1. Maintain integrity and accuracy of determinations issued.

Performance Measure / SFY 17 Benchmark:²⁰

- Exceed the federal threshold for accuracy and strive for the accuracy target of 95 percent.

2. Deliver decisions in a cost-efficient and timely manner.

Performance Measure / SFY17 Benchmarks:²¹

- Maintain average processing times at 75 days or less.
- Meet a productivity goal of 353.1 per worker
- Reduce and maintain the number of 120-day-old cases to less than 3 percent.
- Reduce average turnaround time on federal quality returns to 60 days.

3. Work with Idaho's medical community to expedite the response time on medical evidence.

Increase the number of consultative exam providers around the state.

Performance Measures / SFY17 Benchmarks:²²

- Receive 90 percent of signed consultative examination reports within seven days of examination.
- Receive 75 percent of medical evidence reports in eight days from request.

4. As requested, provide assistance to other states or units within the U.S. Social Security Administration.

External Factors

None

²⁰ Social Security Administration performance measure

²¹ Social Security Administration performance measure

²² Social Security Administration performance measure

Idaho Human Rights Commission

Goal / Desired Outcomes

Administration of state and federal antidiscrimination laws in a manner that:

- is fair, accurate and timely.
- works toward ensuring that all people in the state are treated with dignity and respect in their places of employment, housing, education and public accommodation.

Strategies/Tactics

1. Administer, investigate and resolve complaints of human rights violations in Idaho.

- Early investigation and dismissal of cases which based on the allegations appear to lack merit, or cases where it appears that further administrative processing would not be productive.

Performance Measure / SFY 17 Benchmark:²³

- Cases completed and closed within 90 days of receipt.

2. Encourage peaceful resolution of conflicts through the commission's voluntary mediation program.

- Mediate cases if possible, and if not settled, transfer into investigation

Performance Measure / SFY17 Benchmark:²⁴

- *Mediate cases within 110 days of receipt.*

3. Conduct impartial, fair, thorough, accurate and respectful investigations.

Performance Measure / SFY 17 Benchmark:²⁵

- Case investigations completed with 150 days of receipt.

4. Develop and use a case screening process that promptly identifies cases that may be appropriate for litigation.

- Identify cases that may be appropriate for litigation, complete investigations and file all litigation in a timely manner.
- Fast track investigation and commission review of cases that may be appropriate for litigation, working closely with the commission's deputy attorney general to assure a thorough investigation of the identified cases.

Performance Measure / SFY 17 Benchmarks:²⁶

- *Identify cases within 90 days from receipt*
- *Complete investigation and review within 90 days.*
- *All litigation filed prior to the 365-day statute of limitations*
- *Complete investigation and commission review within 180 days*
- *File all litigation prior to the 365-day statute of limitations*

²³ Performance measure established by the Idaho Human Rights Commission

²⁴ Performance measure established by the Idaho Human Rights Commission

²⁵ Performance measure established by the Idaho Human Rights Commission

²⁶ Performance measure established by the Idaho Human Rights Commission

6. Advocate for the value and worth of all the people of Idaho and increase public awareness of the commission's efforts by:

- Speak out publicly on human rights issues.
- Support changes in the law where necessary.
- Post information on the commission website, Labor social media sites and public service announcements.
- Partner with others interested in human rights to provide accurate information to the public on human rights issues and on proposed legislation.
- Promote voluntary compliance with antidiscrimination laws by informing the public about the social and economic benefits to the state in protecting human rights.
- Provide technical assistance and presentations to businesses, stakeholders, the public and lawmakers.

Performance Measure / SFY 17 Benchmark:²⁷

- *Deliver at least 20 presentations a year.*

External Factors

- Population growth and demographic changes that impact revenue, the employee base and Idaho's changing economy.
- Increasing realization and emphasis by business leaders on Idaho's ability to compete in a global economy.
- Idaho's reputation regarding human rights issues.
- Pressure from advocacy groups, businesses and persons in positions of power to force commission decisions based on interests other than impartial fact-gathering, evidence and legal analysis.
- Limited financial resources.
- Changes in federal laws and regulations, EEOC contracting principles or new court decisions.
- Statutory and regulatory restrictions on the commission's ability to obtain evidence and to facilitate timely cooperation from the parties. One specific restriction is the commission's inability to compel the production of evidence. State law is not substantially equivalent to the Federal Fair Housing Act, and the commission is unable to contract with HUD to handle housing discrimination cases under federal law.

²⁷ Performance measure established by the Idaho Human Rights Commission

Serve Idaho

Goal / Desired Outcome

- Increase service and volunteerism in Idaho.

Strategies / Tactics

1. Administer Idaho's AmeriCorps Grants.

Performance Measure / SFY17 Benchmark:²⁸

- Number of AmeriCorps grants in Idaho: 5

Performance Measure / SFY17 Benchmark:²⁹

- Amount of cash and in-kind contributions that match commission support grant dollar for dollar: \$250,000



2. Increase volunteerism throughout Idaho by:

- Coordinating Idaho's National Days of Service.
- Hosting the annual Serve Idaho Conference on Service and Volunteerism to promote volunteer management and professional development training.
- Leading Idaho's Promise to ensure young people have the resources they need to be successful.
- Hosting the Governor's Brightest Star Awards to recognize Idaho's outstanding volunteers.

Performance Measure / SFY17 Benchmark:³⁰

- Number of AmeriCorps volunteers in Idaho who address critical community needs through a year of dedicated service during the 2016-2017 grant year: 140 AmeriCorps members will serve in Idaho.

External Factors

- Congressional AmeriCorps grant funding levels.
- Congressional administrative support.



²⁸ Performance measure established by the Corporation for National and Community Service

²⁹ Performance measure established by the Corporation for National and Community Service

³⁰ Performance measure established by the Corporation for National and Community Service

Objective II: Re-Achieve National Leadership in Unemployment Insurance

Idaho's Unemployment Insurance Division

Idaho's Unemployment Insurance Division provides customer service to unemployment insurance claimants and employers, keeps unemployment insurance laws current, ensures program integrity, monitors employer tax payments and worker benefit payments, completes employer tax audits, enforces benefit compliance and administers wage laws and farm contractor licensing.

Goals / Desired Outcomes

- Meet and exceed U.S. Department of Labor benefit performance standards.
- Unemployment Insurance Claims Center staff adequately trained to assist in claims processes.
- Delivery of quality assistance to all UI customers.
- Successfully process all wage claims filed.
- Prompt, accurate payment of claimant benefits.
- Compliance with state and federal labor laws.

Strategies / Tactics

1. Continue to keep Idaho in the top 10 states nationally in average age of cases and the timeliness.

Performance Measure: Acceptable-Level-of-Performance standards for all UI Related Core Measures as set forth by the U.S. Department of Labor.

SFY 17 Benchmarks:³¹

- Rank in the top 10 nationally in benefit timeliness and quality scores for separation and non-separation issues at quarterly tripartites.
- First pay benefit timeliness to exceed 90 percent quarterly.
- Determination quality continues to meet or exceed federal minimum of 80 percent. - Implement new audit procedures and goals to achieve the new core measures regarding tax auditing as federally defined.

2. Perform Reemployment Services Eligibility Assessments used to assist customers with guidance to obtaining employment.

Performance Measure / SFY 17 Benchmarks:³²

- 3,000 Initial Reemployment Services Eligibility Assessments performed each year.
- 150 reemployment Services Eligibility Assessments audited for quality control

³¹ US Department of Labor Employment & Training Administration performance goals

³² US Department of Labor Employment & Training Administration performance goals

3. Reduce the amount of paper being mailed out by increasing the number of employers who report and respond to department requests for information electronically in a secure environment.

Performance Measure / SFY 17 Benchmarks:³³

- Number of Idaho employers signed up for SIDES / E-Response: *35 percent*



4. Maintain and enhance communication on unemployment insurance program and legal details with both employers and workers by:

- Ensuring internet portal, intranet unemployment insurance site are current with up-to-date information.
- Enhancing the online wage claim process to include a Spanish version.
- Enhancing additional features as needed for English and Spanish claimant portal.

Performance Measure / SFY 17 Benchmark:³⁴

- *New claimant portal for Spanish speakers completed by October 2016*

5. Reduce benefit fraud and overpayments, unemployment insurance tax avoidance and worker misclassification by:

- Intensifying fraud and evasion investigations.
- Enhancing detection using new data mining tools
- Ensuring taxes are paid and benefit overpayments are recovered.

Performance Measure / SFY 17 Benchmarks:³⁵

- *Less than 10 percent of unemployment insurance benefit claims involving fraud or overpayment.*
- *70 percent recovery of unpaid employer taxes.*

6. Collect unpaid employee wages.

Performance Measure / SFY 17 Benchmark:³⁶

- *Process claims for unpaid wages within 20 days*

³³ US Department of Labor Employment & Training Administration performance goals

³⁴ Performance measure / benchmark established by the Idaho Department of Labor

³⁵ Performance measure / benchmark established by the Idaho Department of Labor

³⁶ Performance measure / benchmark established by the Idaho Department of Labor

7. Increase the number of farm labor contractors who are legally licensed to operate in the state of Idaho.

Performance Measure / SFY 17 Benchmark:³⁷

– *Number of legally licensed farm labor contractors: 66*

External Factors

- Strength of the economy in creating jobs that lower the need for unemployment benefits.
- Administrative funding from the U.S. Department of Labor.
- Volatility in the amount of annual federal operating grants. Grants are based on workload so as the economy improves, funding decreases.
- Unforeseen use of the unemployment insurance system for delivery of benefits or information. Willingness of workers to file a wage claim or contact the department for assistance in filing a claim.

³⁷ Performance measure / benchmark established by the Idaho Department of Labor

Objective III: Create an Environment of Continuous Improvement

Office of Project Management

Goals / Desired Outcomes

- Improved project management within the department using agile concepts.

Strategies / Tactics

1. Establish a common language and approach to projects.

Performance Measure / SFY17 Benchmark:³⁸

- *Project transparency.*
- *Inventory of all projects will be visible and maintained.*

2. Determine priorities and provide visibility, accountability and status.

Performance Measure / SFY17 Benchmark: ³⁹

- *Priority to projects that align with department strategy.*
- *Process for selecting projects based on priority will be established.*

3. Effectively manage and allocate resources – staff, money, time so projects that are started are completed.

Performance Measure / SFY17 Benchmark: ⁴⁰

- *Adherence to identified project processes.*
- *Standard project lifecycle for different categories of projects will be implemented.*

External Factors

None



³⁸ Performance measure / benchmark established by the Idaho Department of Labor

³⁹ Performance measure / benchmark established by the Idaho Department of Labor

⁴⁰ Performance measure / benchmark established by the Idaho Department of Labor

Objective IV: Develop / Implement Standardized Performance Management

Human Resources

Goals / Desired Outcomes

- All employees have job-relevant, on-going learning opportunities that contribute to their current work performance and help prepare them for the next stage in their career, if interested.
- Workforce division employees have a Career Development Plan so the employee can move within the organization even though there may not be supervisory or management positions available or desired. Pilot program for the department.
- Staff training on regulatory topics such as FLSA, FMLA, ADA, Sexual and Other types of Harassment, Respectful Workplace, Ethics, Workplace Violence, etc.
- An EEO Report including statistics, demographics and department personnel information as related to Idaho Labor Force



Strategies / Tactics

1. Create a training plan which supports the Department's Core Values & Respectful Workplace expectations, empowers the employee, increases job specific knowledge and improves soft skills.

- Schedule monthly training sessions that focus on self-development
- Provide entry level supervisory training to non-supervisors
- Create & provide employee survey to gauge satisfaction to see if training supported Department's Core Values & Respectful Workplace, empowered the employee, increased knowledge and improved soft skills.

Performance Measure / SFY 17 Benchmark: ⁴¹

- Employee training plan developed, training rolled out to staff, number of surveys returned.
- Schedule and start presenting training to staff in January 2017

2. Implement a Career Development Plan that will allow employees to assess value to self and satisfaction with their jobs, employee growth even if not in a supervisory role, career ladders to assist the Workforce Division staff with position progression.

⁴¹ Performance measure / benchmark established by the Idaho Department of Labor

- Create and provide a self-assessment tool that will assist the employee as they consider a career path.
- Create and provide an Employee Development Planning Worksheet to identify development needs & create a personalized development plan.
- Create job family career ladders to define paths, which may crossover to other departments.

Performance Measure / SFY 17 Benchmarks:⁴²

- Complete employee self-assessment tool by October 1, 2016
- At least 50 percent of all Planning Worksheets issued to workforce staff are submitted to Training Department/Manager.
- Complete Job Family Career Ladder by January 2017

3. Create training modules using online E-Learning technology so employees can review the material through a self-paced plan. Assign course modules to new hires as part of their required compliance training.

- Market and promote the compliance training modules in the newsletter and on EPIC.
- Provide information sheet in new hire packet with details of the training so that new employees know that these short E-Learning modules are required within the first 90 days.

Performance Measure / SFY 17 Benchmarks:⁴³ Number of training sessions offered, number of people who complete training, number of articles in newsletters and EPIC page.

- At least 70 percent of all employees attend one training session during the SFY17.
- At least 70 percent of surveys with a meets or above average rating.
- Produce at least five articles on training tips for the department newsletter.

4. Monthly track and report the following: personnel actions, exit interview data, policy and practice review.

- Acquire Labor Market information from Research and Analysis Bureau one month before completion of the EEO report.
- Compile information into EEO Summary report

Performance Measure / SFY17 Benchmarks:⁴⁴

- Complete personnel reports on a monthly basis by the 10th of each following month.
- Request and acquire information for EEO Report by May 31, 2017; complete EEO report by end of July 2017

⁴² Performance measure / benchmark established by the Idaho Department of Labor

⁴³ Performance measure / benchmark established by the Idaho Department of Labor

⁴⁴ Performance measure / benchmark established by the Idaho Department of Labor

External Factors

- Personal challenges and life situations.
- Job market competition for workers.
- Limitations on training resources.
- Employee workload and inability to balance development with day-to-day routine/needs.
- Business needs impacting staffing opportunities and available positions.

Objective V: Apply Technology Solutions to Improve Efficiency and Effectiveness

Information Technology

Goals / Desired Outcomes

- Improved and enhanced customer service through automation, standardization and innovation.

Strategies / Tactics

1. Replace old automated systems in unemployment insurance by supporting the iUS project to replace the remaining UI legacy systems.

2. Cooperate with other government agencies through colocation, partnerships and technical expertise.

3. Increase communication and coordination within information technology cost centers and other divisions, especially the workforce division.

4. Maintain and upgrade current hardware infrastructure and application software to ensure vendor support, security compliance and availability.

5. Update and modernize the department's information technology system through Cloud Computing, LYNC and other products.

6. Develop comprehensive backup strategy; enable procedures for monitoring systems and network connections.

- Develop pilot project of Microsoft's Office 365, integrating Lync and messaging services into the cloud as technology permits.
- Update standard development practices to ensure new applications can run in MS Azure.
- Use Visual Studio Online for projects where feasible.

Performance Measure / SFY17 Benchmark: ⁴⁵

- *Clearly defined options for implementing Disaster Recovery solutions in the cloud by June 1, 2017.*

7. Enhance IT Security

- Implement intrusion protection system.
- Update security policies and processes.
- Leverage Microsoft System Center to automate deployment of critical security patches, monitoring of installed software and enforcement of security benchmarks.

⁴⁵ Performance measure / benchmark established by the Idaho Department of Labor

8. Use scrum, Kanban, etc. to identify the best approach for IT Support and Infrastructure projects. Document consistent approach in playbook.

- Assemble scrum teams for new development projects. Document best practices in development playbook.
- With the department, develop a continuity of operations plan (COOP).

Performance Measure / SFY17 Benchmark:⁴⁶

- *A clearly defined continuity of operations plan place by June 1, 2017.*

9. Promote continuous process improvement through the use of agile for development and infrastructure projects.

External Factors

None

⁴⁶ Performance measure / benchmark established by the Idaho Department of Labor

Objective VI: Develop / Implement Financial Accountability

Accounting Bureau

Goals / Desired Outcomes

- Improve and enhance customer service through automation, standardization and innovation.

Strategies / Tactics

1. Document and analyze process and procedures for cost accounting, purchasing and cash management.

Performance Measure / SFY17 Benchmark: ⁴⁷

- Identify process improvements by March 31, 2017.

2. Identify process improvements and implement where no significant barriers exist.

Performance Measure / SFY17 Benchmark: ⁴⁸

- Identification of improvements and /or possible solutions to barriers and implemented by end of FY17.

3. Cross train staff so resources can be shifted to UI tax processing when workload is high.

Performance Measure / SFY 17 Benchmark: ⁴⁹

- Keep length of time (UI) tax collections are deposited at 24 hours.

External Factors

None

⁴⁷ Performance measure / benchmark established by the Idaho Department of Labor

⁴⁸ Performance measure / benchmark established by the Idaho Department of Labor

⁴⁹ Performance measure / benchmark established by the Idaho Department of Labor