

Idaho Department of Labor

SFY2021-2025 Strategic Plan

IDAHO
DEPARTMENT OF LABOR
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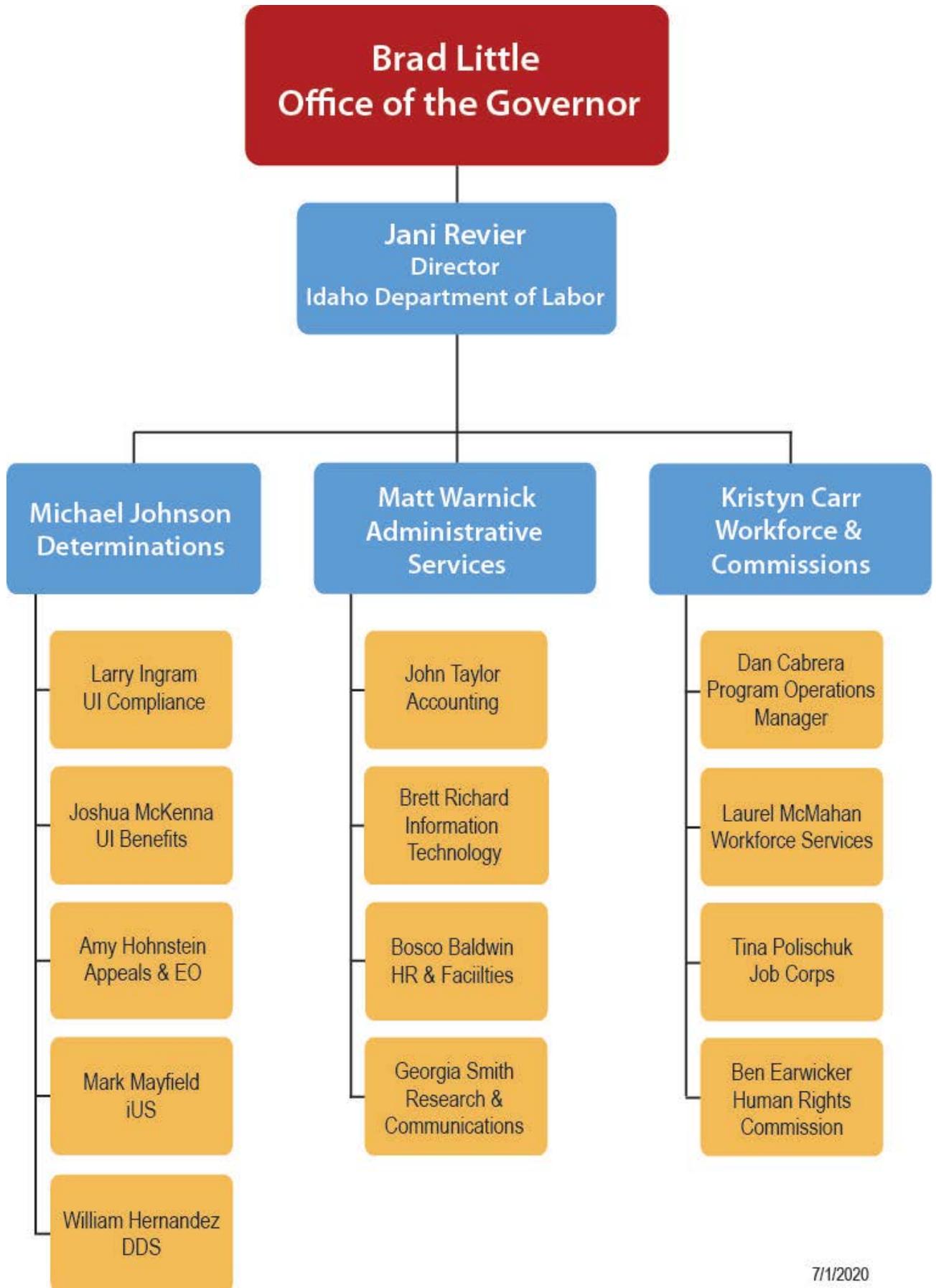
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OUR MISSION

The Idaho Department of Labor connects job seekers with employment opportunities, supports workers through career and life transitions, and administers state labor laws.

2021 - 2025 GOALS

1. Connect Job Seekers with Employment Opportunities
2. Effective and Efficient Program Administration
3. Employee Development
4. Technology Solutions to Department Challenges

OUR CORE VALUES

- **Integrity** – Acting with high ethical standards and consistency in how we treat others and deliver services.
- **Productivity** – Effective and efficient program administration achieved through an ongoing focus on process improvement.
- **Teamwork** – Working smarter through collaboration that seeks the valued contributions of all employees.

8/28/2020
CT/AW/SP/2021

Goal I: Connect Job Seekers with Employment Opportunities

Workforce Services

A. Objective / Desired Outcome

Contribute to the success of Idaho's workforce development system.

1. Strategies & Tactics

a. Apprenticeship Idaho

- Help Idaho businesses develop customized apprenticeship opportunities so they can build a skilled labor force and allow their employees to earn nationally recognized credentials.
- Connect Idaho employers with education and training providers so they can align the workforce training needs of businesses with the customized training available at local education and training institutions.
- Conduct a series of regional meetings to educate employers on the advantages of participating in a statewide apprenticeship program.



b. Support and promote the Governor's workforce development goals by developing policies and leveraging workforce training resources under the Workforce Innovation and Opportunity Act to:

- Promote work-based learning, apprenticeships, on-the-job training, the Workforce Development Training Fund and other tools and resources to Idaho employers so their workers can obtain the education and skills businesses need.

B. Objective / Desired Outcome

Connect job seekers with quality jobs and careers.

1. Strategies & Tactics

a. Provide timely labor market research to Idaho businesses, job seekers and education providers so they can make informed decisions about employee training needs, finding a job and developing workforce training programs.

- Share Idaho's 2018-2028 Occupational and Employment Projections with the public, business, education and government stakeholders.



- b. Provide access to jobs and training opportunities that will ultimately lead to economic self-sufficiency for low income adults, at-risk youth, dislocated workers and others with barriers to employment.
 - Assess participant skills and abilities;
 - Enroll program participants in the appropriate training programs; and
 - Help job seekers learn about and develop the skills they need to meet current employer demands.

- c. Use funds from the Employment and Training Administration, the Wagner-Peyser Act, the Workforce Innovation and Opportunity Act, National Emergency Grants, Trade Adjustment Assistance and Job Corps to connect job seekers with potential employers, training opportunities and meaningful careers.

- d. Connect Hispanic youth to careers.
 - Increase career awareness of in-demand occupations and internships among Hispanic youth through local business and educator exchange events; and
 - Increase career awareness of STEM occupations among Hispanic high school students through regional health care summits.

- e. Serve as ambassadors for the department and its services through participation in local community and partner events.

Goal I: Connect Job Seekers with Employment Opportunities Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Quantitative	1. <i>Participant employment rate</i>	70.1% or greater
	2. <i>Participant employment retention rate</i>	70% or greater
	3. <i>Adult WIOA clients employment rate as of 2Q after exiting program</i>	82 % or greater
	4. <i>Dislocated workers employment rate</i>	81% or greater
	5. <i>Youth placement rate in employment or education</i>	78% or greater
	6. <i>Percentage increase in Registered Apprenticeship programs over SFY20</i>	37% or greater
	7. <i>Percentage increase Registered Apprentices over SFY20</i>	69.5% or greater
All performance measures are established by the U.S. Department of Labor / Employment & Training Administration 1-5: Benchmarks are based on targets negotiated with the U.S. Department of Labor. 6-7: Benchmarks are based on an in-house goal to exceed grant requirements.		

Goal II: Effective and Efficient Program Administration

Idaho’s Unemployment Insurance Division

A. Objective / Desired Outcome

Continue to meet all U.S. Department of Labor core measures in average age and timeliness of unemployment insurance cases.

1. Strategies & Tactics

- a. Ensure the solvency and integrity of Idaho’s UI trust fund.
 - Actively administer the UI trust fund to ensure oversight and administration are conducted as defined by statute; and
 - Ensure that U.S. Department of Labor (USDOL) core measures for administering the unemployment insurance program are being achieved or exceeded.
- b. Increase the number of employers and claimants who report and respond electronically to department requests for unemployment insurance information.
- c. Maintain and enhance communication with Idaho employers and workers about the UI program and its benefits.
- d. Reduce benefit fraud and overpayments, UI tax avoidance and worker misclassification.
- e. Collect unpaid UI overpayments, taxes and wages.

Goal II: Unemployment Insurance Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Quantitative	1. <i>First pay benefit timeliness</i>	87% or greater
	2. <i>Non-monetary eligibility determinations</i>	80% or greater within 21 days or less
	3. <i>Tax audits</i>	> or = to 7
All performance measures for this goal are established by the U.S. Department of Labor / Employment & Training Administration 1-3. Benchmarks are USDOL-mandated rates. Failure to meet these thresholds trigger a mandate for a corrective action plan from USDOL.		

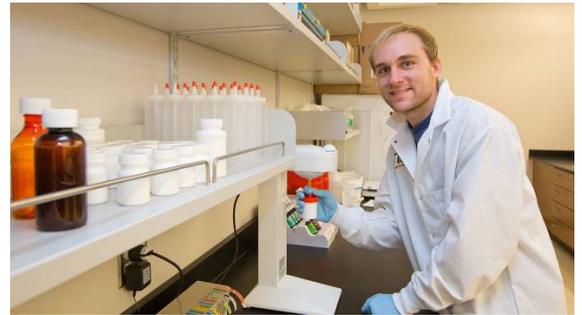
Disability Determinations

A. Objective / Desired Outcome

Maintain integrity and accuracy of the disability determinations issued by Idaho’s Disability Determinations Service.

1. Strategies & Tactics

- a. Deliver disability decisions in a cost-efficient and timely manner.
- b. Work with Idaho's medical community to expedite the response time on medical evidence.
- c. Increase the number of consultative exam providers around the state.
- d. Provide assistance to other states or units within the U.S. Social Security Administration upon request.



Goal II: Disability Determinations Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Quantitative	1. <i>Federal threshold for integrity and accuracy for all claims</i>	95% or greater
	2. <i>Average claim processing time</i>	75 days or less
	3. <i>Individual case productivity goal</i>	282.74 cases per worker
	4. <i>Number of 120-day cases</i>	Less than 3%
	5. <i>Signed consultative exams</i>	90% received within 14 days of exam
	6. <i>Medical evidence reports</i>	75% received in 10 days
All performance measures for this goal and program are established by the U.S. Social Security Administration. 1. Federal accuracy minimum benchmark is 90.6%, Idaho Disability Determination Services (DDS) has established a higher internal benchmark. 3. Federal productivity goal is established by Social Security Administration for each office depending on staffing and workload. 2, 4, 5 & 6. Internal benchmarks established by the Idaho office to facilitate a high level of customer service by minimizing lost time and overall processing time.		

Idaho Human Rights Commission

A. Objective / Desired Outcome

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

1. Strategies & Tactics

- a. Encourage peaceful resolution of conflicts through the Human Rights Commission’s voluntary mediation program.
- b. Conduct impartial, fair, thorough, accurate and respectful civil and human rights investigations.
- c. 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.
- d. Advocate for the value and dignity of all the people of Idaho and increase public awareness of the commission’s efforts by:
 - Speaking publicly on human rights issues;
 - Supporting changes in the law where necessary;
 - Posting information on the commission website, Idaho Labor social media sites and public service announcements;
 - Partnering with others interested in human rights to provide accurate information to the public on civil and human rights issues and on proposed legislation;
 - Promoting voluntary compliance with anti-discrimination laws by informing the public about the social and economic benefits to the state in protecting human rights; and
 - Providing training and presentations to businesses, stakeholders, the public and lawmakers.



Goal II: Idaho Human Rights Commission Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Quantitative	<i>1. Administrative Cases Resolved</i>	350 or more
	<i>2. Average staff age of cases (days)</i>	Equal to or less than 150 days
	<i>3. Number of Educational Outreach and Training Presentations Annually</i>	30 or more
All performance measures are established by the Equal Employment Opportunity Commission 1. Based on an average of annual federal contract cases completed by the Idaho Human Rights Commission (IHRC), pursuant to our workshare agreement with the Equal Employment Opportunity Commission. 2. Based on internal performance targets for case completion and case management to ensure timely completion of all cases filed with the Idaho Human Rights Commission. 3. An increase from the prior target of 20 presentations annually, based on higher average numbers over the prior three years.		

Serve Idaho

A. Objective / Desired Outcome

Increase volunteerism throughout Idaho.

1. Strategies & Tactics

- a. Coordinate Idaho’s National Days of Service.
- b. Facilitate Idaho’s AmeriCorps state grant competition.
- c. Host the annual Serve Idaho Conference on Service and Volunteerism to promote volunteer management and professional development training.
- d. Partner with the Idaho Nonprofit Center to host the Idaho Philanthropy Days to recognize Idaho’s outstanding volunteers.



Goal II: Serve Idaho Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Quantitative	1. <i>Number of AmeriCorps members</i>	SFY21: 225
Performance measure is established by the Corporation for National and Community Service. 1. Benchmark is based on funding formula that determines amount of positions available and a five percent annual increase established by the Serve Idaho Commission.		

Goal III: Employee Development

A. Objective / Desired Outcome

Improve customer service and increase employee engagement and retention by investing in employee training and skill development.

1. Strategies & Tactics

- a. Provide ongoing on-the-job training to continuously improve external and internal customer service. Identify position-specific training needs and training courses to enhance employee interaction and communication skills.
- b. Provide supervisory training to increase management skills and strengthen employee relations.
- c. Create a training plan to help all employees understand respectful workplace standards, cybersecurity, performance expectations and other department policies.

Goal III: Employee Development Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Quantitative	1. <i>Employee participation rate</i>	100%
Internal goal established by the Idaho Department of Labor’s Human Resource Bureau. 1. Benchmark is based on an internal goal to have 100 percent of all department employees participate in applicable employee training.		

Goal IV: Technology Solutions to Department Challenges

The Idaho Department of Labor has adopted the National Institute of Standards and Technology's Cybersecurity Framework and the Center for Internet Security's Critical Security Controls (CSC). While no cybersecurity control will ever be 100 percent complete, we have reached majority completion for 17 of the 20 controls. Those controls have been mostly automated, and metrics, policies, standards and procedures have been developed to complement them. Our cybersecurity unit audits random controls throughout the year to ensure the controls work, are effective and have metrics that show a complete and accurate picture. We have upgraded the CSCs to version seven and are prioritizing any additional foundational controls and sub-controls for completion.

A. Objective / Desired Outcome

Improve department efficiency and effectiveness through technology.

1. Strategies & Tactics

- a. Provide a robust and extensible computing environment with the capability to support sudden increases in utilization.
- b. Monitor the infrastructure and environment in the IDOL data centers to prevent unexpected failures and ensure high availability.
- c. Support the department's continuity of operations plan by providing a computing resumption site capable of performing critical functions.
- d. Continue enhancement of IT security using the Center for Internet Security (CIS) critical security controls.
- e. Engage with ITS to ensure technology solutions are consistent with the Governor's IT modernization initiative.
- f. Cooperate and collaborate with other government agencies expanding upon partnerships and sharing of technical expertise.
- g. Maintain and upgrade current hardware infrastructure and application software to ensure vendor support, security compliance and availability.
- h. Provide a balanced IT system utilizing on premise and cloud computing solutions.

Goal IV: Technology Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Quantitative	1. <i>Keep production systems running</i>	100% of the time
Qualitative	2. <i>Implement service desk software to improve manageability of help desk and customer support</i>	March 31, 2021
	3. <i>Implement mobile device management (MDM) for laptops, cell phones and other devices</i>	June 15, 2021
	4. <i>Convert from PRI to SIP phone connections</i>	March 31, 2021
	5. <i>Implement a cloud fax solution</i>	March 31, 2021
Performance measures are established by the Information Technology Bureau 1. Benchmark is based on an internal goal of having all IT systems – from iUS, Accounting, phones, email, websites, Sharepoint, - being up and operating on an ideal production uptime of 100%. 2 - 5. Benchmarks are based on estimated implementation timeframes.		

Addendum

A. Licensing Freedom Act of 2019

Objective / Desired Outcome: Improve, modify and/or eliminate burdensome licensing requirements or other regulatory burdens on Idaho businesses and local entrepreneurs, while still ensuring public protection.

1. Strategies & Tactics

- a. Continue to implement Gov. Little’s Licensing Freedom Act of 2019.
- b. Conduct an annual, comprehensive review of the department’s professional licensing responsibilities.
 - Investigate the feasibility of a “sunrise and sunset” process.
 - Determine if existing occupational licensing laws administered by the agency need to be retired.
 - Evaluate if future occupational licensing laws are necessary.
- c. Support the governor’s efforts to work with the Idaho Legislature and decide which licenses get reviewed annually.
 - Report-out and make recommendations annually to the Governor’s Office for changes in occupational laws and licensure administered by the Idaho Department of Labor.

Licensing Freedom Act - Performance Measures / SFY21 Benchmarks		
Type	Measure	Benchmark
Qualitative	<i>1. Review, report out and make recommendations annually to the Governor’s Office for changes in occupational laws and licensure administered by the Idaho Department of Labor</i>	July 1 of every State Fiscal Year
Performance measure and benchmark established by the Idaho Division of Financial Management.		

External Factors

External factors that have an impact and may affect agency operations include:

Federal Budget and Oversight

- a. Congressional budget processes and their impact on USDOL and eventually the department's federal funding.
- b. Reduced funding levels based on formulas and economic factors.
- c. Less funding leading to staff reductions and a reduced ability to balance productivity with workload demands.
- d. Ability to compete for USDOL grant funds with less capacity to meet outcomes.
- e. Focus on Workforce Innovation and Opportunity Act (WIOA) requirements.
- f. Timely distribution of funds by USDOL so programs are not disrupted.
- g. Continued legislative and business support for the Workforce Development Training Fund, which is funded by a three percent set-aside of UI taxes paid by Idaho employers.
- h. Idaho state government spending authority as provided by the Idaho Legislature.
- i. Statewide support for career development.
- j. Idaho human rights issues.

Economic

- a. The counter-cyclical nature of federal funding available to Idaho Department of Labor.
- b. Reduced funding during good economic conditions compared to increased funding during tough economic times or times of recession.
- c. Unexpected price increases of third-party data resources such as America's Job Link Alliance.
- d. Job market competition for talented workers.

Technological

- a. Changes in information technology requirements and costs.
- b. Government's ability – or lack thereof - to keep up with advancements and changes in technology.
- c. Data security issues.

