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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

2020 - 2024 GOALS
1. Increase Customer Service Focus
2. Connect Business, Education and Workforce; Link Job Seekers with Employers
3. Help People with Career and Life Transitions
4. Employee Investment, Development and Retention
5. Technology Solutions to Department Challenges
6. Financial and Management Information

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.
Goal I: Increase Customer Service Focus

A. Objective
   Improve and enhance internal and external customer service.

1. Strategies & Tactics
   a. Provide high quality, ongoing staff training in exemplary customer service.
      • Identify customer service training needs within each individual department / division.
      • Develop, provide department and division-specific customer service training.
   b. Provide streamlined and consistent phone and face-to-face services to customers.
      • Identify business process training needs within each individual department / division.
      • Develop, provide department and division-specific training to ensure correct and timely responses to customers.
   c. Improve department website with focus on ease of navigation.
      • Develop, distribute schedule for regular review of each department’s and division’s information.
      • Update content and contact information at determined scheduled intervals.
   d. Develop customer service materials to improve access to department resources.
      • Identify subject matter experts in each department and division. Provide that information to other departments and divisions.
      • Identify needs for updated and additional materials for customers.

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<th>Goal I: Increase Customer Service Performance Measures / SFY20 Benchmarks</th>
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1. Idaho Department of Labor Benchmark
Goal II: Connect Business, Education and Workforce; Link Job Seekers with Employers

Workforce Services

A. Objective / Desired Outcome
Contribute to the success of Idaho’s workforce development system.

1. Strategies & Tactics
   a. Apprenticeship Idaho
      • Create apprenticeship opportunities for Idaho businesses desiring a skilled labor force that allow the employers to train staff in the necessary job skills and work toward a nationally recognized credential.
      • Connect education providers and employers to train the skilled workers employers seek.
      • Conduct a series of regional meetings to educate employers on the advantages of participating in a statewide apprenticeship program.
      • Work with education and industry to streamline the job analysis process using tools already available.

   b. Support and promote the Governor’s workforce development goals by leveraging workforce training resources under the Workforce Innovation and Opportunity Act to:
      • Develop workforce policies that align workforce, education, economic development and entrepreneurship to meet industry and employer workforce needs.
      • Promote work-based learning, apprenticeships, on-the-job training, Workforce Development Training Fund and other tools and resources so workers can obtain the education and skills required by employers.

B. Objective / Desired Outcome
Connect job seekers with quality jobs and careers.

1. Strategies & Tactics
   a. Use labor market research to connect and align workforce needs of Idaho businesses, job seekers and education.
      • Share Idaho's 2016-2026 Occupational and Employment Projections with the public, business, education and government stakeholders.
b. Provide access to employment, training and economic self-sufficiency to low income adults and at-risk youth, dislocated workers and others with barriers.
   • Assess participants’ skills and abilities and enroll participants in appropriate training programs to increase the available workforce for targeted employers; and
   • Help job seeker customers increase their skills and education to meet current employer workforce needs.


d. Connect Hispanic youth to careers.
   • Increase career awareness of in-demand occupations and internships for Hispanic youth through local business – educator exchange events; and
   • Support health care summits in areas of the state with significant Hispanic high school student populations to increase career awareness in STEM occupations.

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

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<th>Type</th>
<th>Measure</th>
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<tbody>
<tr>
<td>Quantitative</td>
<td>1. Participant employment rate</td>
<td>66% or greater</td>
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<td>2. Participant employment retention rate</td>
<td>51% or greater</td>
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<td></td>
<td>3. Adult WIOA clients employment rate as of 2Q after exiting program</td>
<td>78% or greater</td>
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<td>4. Dislocated workers employment rate</td>
<td>87% or greater</td>
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<td></td>
<td>5. Youth placement rate in employment or education</td>
<td>70% or greater</td>
</tr>
<tr>
<td></td>
<td>6. Registered apprenticeships</td>
<td>20% increase</td>
</tr>
<tr>
<td></td>
<td>7. Registered apprentices</td>
<td>20% increase</td>
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Goal II: Connect Business, Education & Workforce- Performance Measures / SFY20 Benchmarks

1-2 U.S. Department of Labor Employment & Training Administration Performance Measurement
Goal III: Help People with Career and Life Transitions

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 that oversight and administration are conducted as defined by statute. Ensure that the U.S. Department of Labor (USDOL) core measures are being achieved or exceeded.

   b. Increase the number of employers and claimants who report and respond electronically to department requests for information in a secure environment.

   c. Maintain and enhance communication with both employers and workers about the UI program and its benefit to them and the state of Idaho.

   d. Reduce benefit fraud and overpayments, UI tax avoidance and worker misclassification.

   e. Collect unpaid UI overpayments, taxes and wages.

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<th>Goal III: Unemployment Insurance Performance Measures / SFY20 Benchmarks</th>
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<td>Qualitative</td>
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4. Idaho Department of Labor Performance Measure
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 to increase the number of consultative exam providers around the state.

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

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<th>Type</th>
<th>Measure</th>
<th>Benchmark</th>
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<tbody>
<tr>
<td>Quantitative</td>
<td>1. Federal threshold for integrity and accuracy</td>
<td>95% or greater</td>
</tr>
<tr>
<td></td>
<td>2. Average claims processing time</td>
<td>75 days or less</td>
</tr>
<tr>
<td></td>
<td>3. Case productivity goal</td>
<td>325 per worker</td>
</tr>
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<td></td>
<td>4. Number of 120-day cases</td>
<td>Less than 3%</td>
</tr>
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<td></td>
<td>5. Average turnaround time</td>
<td>60 days</td>
</tr>
<tr>
<td></td>
<td>6. Signed consultative exams</td>
<td>90% received within 14 days of exam</td>
</tr>
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<td></td>
<td>7. Medical evidence reports</td>
<td>75% received in 10 days</td>
</tr>
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</table>

1 – 7. U.S. Social Security Administration Performance Measurements

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.
   - Providing training and presentations to businesses, stakeholders, the public and lawmakers.

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<tbody>
<tr>
<td><strong>Type</strong></td>
<td><strong>Measure</strong></td>
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<tr>
<td>Quantitative</td>
<td>1. Cases closed through mediation,</td>
</tr>
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<td>settlements, conciliation</td>
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<td></td>
<td>2. Cases closed per month by investigators</td>
</tr>
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<td></td>
<td>3. Age of cases (days)</td>
</tr>
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<td></td>
<td>4. Respondents satisfied with case handling</td>
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</table>

1. Performance Measures Recognized by the U.S. Equal Opportunity Commission
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 Corporation for National and Community Service (CNCS) AmeriCorps grant competition.  
   c. Host the annual Serve Idaho Conference on Service and Volunteerism to promote volunteer management and professional development training.  
   d. Host the Idaho’s Brightest Star Awards to recognize Idaho’s outstanding volunteers.

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<th>Measure</th>
<th>Benchmark</th>
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<tbody>
<tr>
<td>Quantitative</td>
<td>1. Number of AmeriCorps volunteers</td>
<td>SFY20: 155</td>
</tr>
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</table>

1. Performance Measure: Serve Idaho Strategic Plan
Goal IV: Employee Investment, Development and Retention

A. Objective / Desired Outcome

Increase employee engagement and retention by investing in employees through training, career and leadership development and employee recognition programs.

1. Strategies & Tactics

Evaluate and expand existing Idaho Department of Labor employee training and develop new training as needed.

a. Develop and implement a program for employee career and leadership development.

b. Develop and implement consistent and meaningful employee recognition programs.

c. Create a training plan, which supports the department's core values and respectful workplace expectations, empowers the employee, increases job-specific knowledge and improves soft skills.

d. Implement a career development plan that will allow employees to assess self-value and satisfaction with their jobs, promote employee growth even if not in a supervisory role and create career ladders to assist staff with position progression.

e. 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.
Goal V: Cybersecurity and Technology Solutions to Department Challenges

Per Executive Order 2017-02, “updates on . . . implementation of CIS Controls will be included in each agency’s strategic plan.” In the Strategic Planning Guide, we included instructions to that effect that said, “At a minimum, strategic plans should identify how the agency will comply with the first five CIS Controls by June 30, 2018. They should also report any progress already made toward these goals.”

The Idaho Department of Labor adopted the National Institute of Standards and Technology’s Cybersecurity Framework and the Center for Internet Security’s Critical Security Controls (CSC) almost six years ago. While no cybersecurity control will ever be 100 percent complete, we have reached substantial completion of the first five 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. As of June 30, we are upgrading the CSCs to version 7 and 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. Develop a comprehensive backup and recovery process in concert with the department’s continuity of operations plan.

b. Continue enhancement of IT security using the Center for Internet Security (CIS) critical security controls.

c. Promote continuous process improvement and increased communication and coordination within IT cost centers and with all divisions using agile techniques not only for application development, but for IT support and infrastructure projects as well.

d. Assess the status of current technology and priorities for improvement solutions in concert with the office of Information Technology Services (ITS) and Gov. Little’s initiative for IT Modernization.

e. Update or evaluate and deploy technology solutions in concert with ITS and the governor’s initiative for IT Modernization.

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 in concert with ITS and the IT modernization initiative.

h. Update and modernize the department’s IT system through cloud computing, LYNC and other products as appropriate.
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<tr>
<td>Quantitative</td>
<td>1. Keep production systems running</td>
<td>100% of the time</td>
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<td>Qualitative</td>
<td>2. Meet the recovery time objective of 14 days by Aug. 31, 2019</td>
<td>Aug. 31, 2019</td>
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<td>3. Ensure agency security policies are updated to meet Critical Security Control requirements</td>
<td>Controls 1 through 20 by Aug. 31, 2019.</td>
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<td>4. Implement technology and process enhancements to raise agency compliance ratings</td>
<td>Controls 1 through 6 by June 30, 2020.</td>
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<td>5. Implement a Cloud Access Security Broker (CASB) solution to protect agency resources and data in the cloud</td>
<td>June 30, 2020</td>
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<td>6. Implement mobile device management (MDM) for laptops, cell phones and other devices</td>
<td>Dec. 31, 2019</td>
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<td>7. Convert from PRI to SIP phone connections</td>
<td>Dec. 31, 2019</td>
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<td>8. Acquire and deploy contact center software, integrated with the department’s Skype for Business infrastructure</td>
<td>June 30, 2020</td>
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<td>9. Deploy new thin client computers</td>
<td>Sept. 30, 2019</td>
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<td>10. Implement a cloud fax solution</td>
<td>March 31, 2020</td>
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1. Idaho Department of Labor IT Networking Group  
2-7. Idaho Department of Labor IS Development Group  
8-10. Idaho Department of Labor IT Security Group
Goal VI: Financial and Management Information

A. Objective / Desired Outcome
   Incorporate data-driven decision-making into Labor’s day-to-day operations and long-term planning.

1. Strategies & Tactics
   a. Develop financial and management reporting tools.
      ● Provide budgeting and financial reporting training.
      ● Identify and create consistent budget and financial reports to provide accountability throughout the agency.
   b. Improve management reporting.
      ● Identify consistent metrics for program management to support accountability throughout the agency.
      ● Create consistent management reports.
      ● Provide management report training.
      ● Document and analyze process and procedures for cost accounting, purchasing and cash management.
      ● Identify process improvements and implement where no significant barriers exist.
      ● Improve and enhance customer service through automation, standardization and innovation.
      ● Cross-train staff so resources can be shifted to UI tax processing when workload is high.
Addendum

A. Red Tape Reduction Act – 2019-2021

**Objective / Desired Outcome:** Reduce excessive and burdensome government regulation and limitations on Idaho businesses and citizens.

1. Strategies & Tactics
   a. **Year One - Comply with Gov. Little’s Red Tape Reduction Act**
      - Designate a Rules Review Officer;
      - Identify subject matter experts for each chapter and assemble a work team;
      - Have each subject matter expert review the administrative rules in their chapter and identify costly, ineffective or outdated regulations;
      - Establish a timeline based on deadlines set by the Idaho Division of Financial Management;
      - Review by the department’s Deputy Attorney General;
      - Submit rule changes to Division of Financial Management Administrative Rules Bureau;
      - Meet and brief department stakeholders on the changes; and
      - Monitor the process and remain available through the SFY 2020 Legislative Session for the purposes of sharing information, answering questions and testifying before the department’s germane legislative committees.

   b. **Year Two – Invoke Gov. Little’s Red Tape Reduction Policy whenever any new rules or changes to existing rules are proposed.**
      - Submit a business / competitiveness impact statement that identifies the impact the any new proposed rules will have on individuals and small businesses; and
      - Identify at least two existing rules to be repealed or simplified;
      - Submit a statement with the proposed rule or rule change that clearly and thoroughly states why existing rules cannot be simplified or eliminated.

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<th>Red Tape Reduction Act Performance Measures / SFY20 Benchmarks</th>
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1-3. Performance Measure and Benchmark established by the Idaho Division of Financial Management
B. 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
   b. Conduct an annual, comprehensive review of the department’s professional licensing responsibilities.
      - Implement a “sunrise and sunset” process.
      - Determine if existing occupational licensing laws administered by the agency need to be retire.
      - 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.

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<th>Licensing Freedom Act - Performance Measures / SFY20 Benchmarks</th>
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1. Performance Measure and Benchmark established by the Idaho Division of Financial Management
External Factors That May Impact Plan Implementation

1. Federal Budget and Oversight
   a. Congressional budget process impacting USDOL, our federal funding agency.
   b. Reduced funding levels based on economic factors formula, which reduces staffing levels and the ability to balance productivity with workload demands.
   c. Ability to compete for USDOL grant funds with less capacity to meet outcomes.
   d. Focus on Workforce Innovation and Opportunity Act (WIOA) requirements.
   e. Timely distribution of funds by USDOL so programs are not disrupted.
   f. Continued legislative and business support for the Workforce Development Training Fund program, which is funded by a three percent set-aside of UI taxes paid by Idaho employers.
   g. Idaho state government spending authority as provided by the Idaho Legislature.
   h. Statewide support for career development.
   i. Idaho human rights issues.

2. Economic
   a. Counter-cyclical nature of Idaho Department of Labor funding sources.
   b. Reduced funding during good economic conditions compared to improved 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.

3. 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.
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