

MINNESOTA DEPARTMENT OF LABOR AND INDUSTRY



MINNESOTA DEPARTMENT OF
LABOR & INDUSTRY

STRATEGIC PLAN

FISCAL YEARS 2013–2017

WORKERS' COMPENSATION

OCCUPATIONAL SAFETY AND HEALTH

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APPRENTICESHIP

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GENERAL SUPPORT

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MISSION

DLI's mission is to ensure equitable, healthy and safe work and living environments in Minnesota.

DLI works to carry out its mission through enforcement, outreach and education. The agency works to ensure:

- workers injured on the job are provided treatment and benefits required by law;
- workplaces are free from injury and illness;
- buildings are safe for those who occupy them;
- apprenticeship training is available to workers in all communities and provides the opportunity to learn critical skills;
- those who construct and inspect buildings are qualified to do so;
- workers are paid the appropriate wages for all hours worked; and
- employees and employers understand their rights and responsibilities in the workplace.

THE PLAN ▶

The Minnesota Department of Labor and Industry (DLI) has conducted a review of its priorities and operations and prepared this strategic plan to guide it in carrying out its mission during the next five years.

DLI administers seven specific program areas:

- Apprenticeship
- Construction Codes and Licensing
- General Support
- Labor Standards
- Occupational Safety and Health (Minnesota OSHA)
- Workers' Compensation
- Office of Combative Sports

This strategic plan does not describe all of the agency's functions. Instead, it identifies areas where DLI staff members and stakeholders believe focus and innovation can improve the services provided by the agency.

Mindful of the need to use its resources wisely, DLI first identified the core objective of each of its units, requiring an answer to the basic question "Why is DLI's work important to the citizens of the state of Minnesota?" It then identified specific, targeted strategies to carry out each of the objectives. Finally, outcome measurements were established to determine whether DLI is successful in the strategies and initiatives it undertakes.

The following terms are used throughout this document.

Objective: The goal DLI wants to accomplish

Strategy: Explains what DLI does to meet the objective.

Initiative: Describes how DLI will implement the strategy.

Outcome measure: Gauges DLI's success.

As part of its strategic planning process, DLI took a close look at the work it performs and considered how to measure the results of its efforts. In addition, areas were identified where DLI didn't currently collect the data necessary to measure success. In those situations, DLI will identify and monitor available information so appropriate baselines can be established.

DLI is committed to fair and firm enforcement of the laws it administers and to being a responsive and reliable resource for its stakeholders, including employers, workers, insurers and licensees.

This strategic plan will help DLI continue to improve the services it provides.

WORKERS' COMPENSATION

A successful workers' compensation system depends on injured workers promptly receiving the benefits to which they are entitled and the services they need to recover from their injuries and return to work.

DLI performs several functions to advance this goal. The agency provides outreach and training to ensure all stakeholders understand their rights and responsibilities. It promotes compliance with Minnesota's workers' compensation law by auditing claims and penalizing insurers and employers when they do not comply with the law. It offers early intervention and alternative dispute resolution to resolve disputes as quickly, fairly and inexpensively as possible.

DLI also performs two other critical functions. First, it administers the Special Compensation Fund (SCF), which provides benefits to injured workers whose employers failed to carry workers' compensation insurance. Second, it provides vocational rehabilitation services to injured workers whose claims were denied or suspended and who qualify for services to help them return to work.

OBJECTIVE

Ensure appropriate benefits are delivered to injured workers quickly, efficiently and at a reasonable cost to employers.

Advisory groups provide guidance to DLI and play a key role in the success of Minnesota's system. The Workers' Compensation Advisory Council, composed of representatives of business and labor, addresses issues and recommends legislation pertaining to workers' compensation.

The Medical Services Review Board and the Rehabilitation Review Panel feature members, in addition to public representatives, who practice in the medical and vocational rehabilitation fields respectively. Each body provides guidance and advice about current issues and performs certain adjudicatory duties.

STRATEGY



Use technology and business intelligence capabilities to effectively manage and improve the workers' compensation system.



INITIATIVES

Retain a third-party expert to research and analyze national data and data from other states relating to medical care and costs.

Expand the number of filings made and documents maintained electronically.

Explore feasibility of a state-of-the-art workers' compensation technology system and recommend options.

Monitor key performance measurements of Minnesota's workers' compensation system based on data compiled by DLI or third parties.

OUTCOME MEASURES

Use data to identify areas of potential medical cost savings and to identify barriers to access of care, quality of care and system vulnerabilities.

Increase the percentage of First Report of Injury forms and rehabilitation forms transmitted electronically and workers' compensation claims filed electronically.

Identify and monitor the number of forms available for electronic submission.

Analyze feasibility of a new data system and develop meaningful options, including funding, by July 2015.

Receive a grade of "B" or better in national ranking of states regarding Minnesota's performance outcomes.

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Educate stakeholders about their rights and responsibilities under Minnesota’s workers’ compensation law and improve compliance with the requirements of the law.</p> 	<p>Evaluate the effectiveness of the penalty process in enforcing mandatory coverage requirements.</p> <p>Target enforcement efforts on areas of the law most frequently and flagrantly violated.</p> <p>Educate stakeholders about Minnesota workers’ compensation laws.</p>	<p>Identify and monitor the percentage of uninsured employers that maintain coverage at least one year after the date a penalty is imposed.</p> <p>Identify and monitor the number of penalties issued for frivolous or deficient notices of benefit discontinuances.</p> <p>Increase the number of instructional videos available on DLI’s website.</p> <p>Identify and monitor the number of attendees at department training sessions.</p> <p>Identify and monitor the number of training sessions conducted in greater Minnesota.</p>
 <p>Increase the number of injured workers served and the number who return to work as a result of DLI’s vocational rehabilitation services.</p>	<p>Increase outreach efforts to encourage early intervention and use of rehabilitation services.</p> <p>Focus efforts on prompt return to work.</p> <p>Increase efforts to coordinate services with other agencies and community resources.</p>	<p>Identify and monitor the percentage of denied claims filed with the Office of Administrative Hearings where the claimant is receiving services from DLI.</p> <p>Assess the number of injured workers served.</p> <p>Reduce the average number of days clients are in placement services.</p> <p>Increase the annual number of clients who successfully return to work.</p> <p>Identify and monitor the number of clients for whom coordination of services has been documented.</p>

STRATEGY



Provide prompt and fair resolution of disputes.



INITIATIVES

Shorten time frames for processing dispute certification requests and requests for assistance (RFAs).

Decrease the number of discretionary referrals to the Office of Administrative Hearings (OAH).

Schedule administrative conferences as soon as reasonably possible.

Reduce the time frame for issuing Decision and Orders.

Expand the use of mediation as a means to resolve disputes.

OUTCOME MEASURES

Reduce the average number of days from receipt of dispute certification request to date of certification.

Reduce the average number of days from receipt of RFA to date a Decision and Order is filed and served.

Identify and monitor the number of discretionary referrals to OAH.

Reduce the average number of days from the date of receipt of RFA to date conference is conducted.

Reduce the average number of days from the date of administrative conference to date a Decision and Order is filed and served.

Identify and monitor the number of mediation sessions conducted annually.

Increase the percentage of mediation sessions that result in successful resolution of dispute.

OCCUPATIONAL SAFETY AND HEALTH

All employers in Minnesota have a legal responsibility to provide a safe and healthy workplace. DLI strives to ensure Minnesota workplaces are safe by conducting Occupational Safety and Health Act (OSHA) compliance inspections and by offering safety consultation services to employers.

There are almost 140,000 employers in Minnesota. With current staffing levels, it is not possible for DLI to inspect or consult with every employer in Minnesota.

For this reason, DLI directs its inspection and consultation services to workplaces that pose the greatest risk to workers and to educating both employees and employers about their rights and responsibilities under Minnesota OSHA laws.

DLI receives guidance and assistance in these areas from the OSHA Advisory Council and the OSHA Review Board.

OBJECTIVE

Make Minnesota workplaces safe and healthy.

The OSHA Advisory Council, comprises representatives from labor, business, the safety and health professions and the public, who advise the department in its implementation of OSHA laws.

The OSHA Review Board issues decisions involving untimely contested citations and penalty cases and reviews and decides appeals of administrative law judges' orders involving OSHA citations.

STRATEGY

INITIATIVES

OUTCOME MEASURES



Reduce workplace injuries, illnesses and fatalities.

Focus inspection and consultation resources where data indicates the greatest potential for improving workplace safety and health: high-hazard industries and small businesses.

- Monitor the number of inspections and consultations.
- Increase the percentage of inspections in high-hazard industries.
- Maintain the percentage of consultations with employers with fewer than 250 employees.
- Reduce the number of total recordable cases from the previous five-year average.
- Reduce the OSHA fatality rate from the previous five-year average.



Reduce workplace hazards and exposures.

- Expand hazard recognition and identification.
- Increase efforts to confirm hazard abatement.

- Compare the average number of serious, willful or repeat citations per inspection (remain within 20 percent of national average).
- Identify and monitor the percentage of files with timely verification of abatement.

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Increase consistency and quality in the provision of consultations and inspections.</p> 	<p>Timely complete consultation reports.</p> <p>Review files and reports for consistency and quality.</p> <p>Senior or supervisory staff members accompany less experienced staff members on on-site inspections and consultations.</p>	<p>Complete all reports within 20 days of consultation.</p> <p>Maintain the percentage of consultation reports reviewed for consistency and quality.</p> <p>Develop and implement accuracy or quality rating of compliance files.</p> <p>Identify and monitor the number of staff members who have completed required training.</p> <p>Identify and monitor the number of staff members who have accompanying visits each year.</p>
 <p>Educate employers and employees about their rights and responsibilities and the resources available under OSHA laws.</p>	<p>Focus educational efforts on high-hazard industries and small employers.</p> <p>Work with leading employer organizations to maximize the reach of OSHA’s message.</p> <p>Establish and maintain effective contact with targeted employee groups (youth and immigrants) to make their entry into the workforce safe.</p>	<p>Identify and monitor the number of participants from high-hazard industries that participate in Minnesota OSHA seminars.</p> <p>Maintain the number of consultation training sessions conducted with small businesses.</p> <p>Identify and monitor the number of educational forums sponsored for employee and labor groups.</p> <p>Increase the number of educational events targeted at youth and immigrant populations.</p>

LABOR STANDARDS

DLI conducts investigations to ensure employers comply with Minnesota’s labor standards laws, including minimum wage, work breaks, prevailing wage and child labor. When these laws are violated, back wages are required to be paid; the employer may also be assessed a monetary penalty.

In 2011, DLI Labor Standards answered approximately 25,000 inquiries regarding wage and hour laws, conducted nearly 500 investigations and recovered almost \$1million in total wages for more than 2,500 workers.

OBJECTIVE

Protect Minnesota’s economy by ensuring workers are paid correctly and workplace rights and responsibilities are enforced for all workers.

STRATEGY

INITIATIVES

OUTCOME MEASURES



Protect the rights of workers through enforcement of wage and hour, wage payment and other labor standards laws.



Conduct complaint-based investigations to identify individual violations of Minnesota labor standards laws.

Initiate industry targeted investigations to identify and address trends in violations of Minnesota labor standards laws.

Coordinate enforcement efforts with the U.S. Department of Labor and other government agencies.

Develop a standardized investigation management plan including audits, penalty analysis and communications plan for labor standards cases.

Evaluate and improve resources for wage claimants.

Evaluate and improve resources to meet the needs of diverse populations.

Address worker misclassification through continued participation in the Employment Tax Roundtable and with other state and federal agencies.

Identify and monitor the number of complaints received, investigations opened and closed and back wages and penalties assessed and recovered.

Identify and monitor the number of industry targeted investigations opened and closed and back wages and penalties assessed and recovered.

Identify and monitor the number of wage claims made and wages recovered.

Initiate an industry targeted investigation program by June 2013.

Identify and monitor the number of case referrals made to and received from other agencies.

Develop and implement a standardized investigation plan by July 2013.

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Ensure all construction workers on state-funded projects are paid the appropriate prevailing wage by increasing outreach, compliance and enforcement activities.</p>	<p>Improve coordination with state agency contracting authorities to ensure compliance with prevailing-wage laws.</p> <p>Improve efficiency and responsiveness by increasing the use of electronic submission of annual wage survey data.</p> <p>Conduct complaint-based investigations of prevailing-wage laws.</p> <p>Initiate industry targeted investigations and on-site job visits to identify and address trends in violations of Minnesota labor standards laws.</p> <p>Educate and train employers, workers and state agency contracting authorities to comply with Minnesota prevailing-wage laws.</p> <p>Develop a standardized investigation management plan including audits, penalty analysis and communications plan for prevailing-wage cases.</p>	<p>Identify and monitor the number of complaints received, investigations opened and closed and back wages and penalties assessed and recovered.</p> <p>Identify and monitor the number of industry targeted investigations opened and closed and back wages and penalties assessed and recovered.</p> <p>Identify and monitor the number of job sites visited and workers interviewed.</p> <p>Collect 80 percent of all prevailing-wage surveys and other wage data electronically.</p> <p>Reduce the number of “empty” certified prevailing-wage rates.</p> <p>Develop and implement a standardized investigation plan by July 2013.</p>
 <p>Educate and train employers, workers and the public to understand and comply with Minnesota labor standards and child labor laws.</p>	<p>Engage in targeted outreach efforts including a restaurant and food service industry initiative.</p> <p>Engage in partnerships with other government, private and community-based organizations.</p> <p>Evaluate and improve resources to meet the needs of diverse populations.</p>	<p>Identify and monitor the number of targeted outreach initiatives.</p> <p>Identify and monitor the number of partnerships and other collaborative efforts.</p> <p>Identify and increase the number of outreach events targeted at diverse populations.</p>

STRATEGY



Protect the health and welfare of children by fostering, promoting and enforcing child labor laws.

INITIATIVES

Conduct complaint-based and targeted investigations to identify violations of Minnesota child labor laws.

Develop outreach and education initiatives targeted at high-use industries.

Explore the creation of a designated position devoted to the protection of child workers.

Partner with other DLI units and state agencies to identify violations of child labor laws.

Standardize the child worker permitting process.

Evaluate and improve resources to meet the needs of diverse populations.



OUTCOME MEASURES

Identify and monitor the number of complaints received, investigations opened and closed and back wages and penalties assessed and recovered.

Identify and monitor the number of targeted investigations opened and closed and back wages and penalties assessed and recovered.

Identify and monitor the number and scope of child worker permits issued.

Identify and monitor child labor outreach activities.

REGISTERED APPRENTICESHIP

Apprenticeship is a formal system of employee training. It combines on-the-job training with related technical instruction and is designed to develop workers who are fully competent in all aspects of an occupation, including knowledge, skill and proficiency on the job.

With apprenticeship training, there is a written contract between the apprentice and the sponsor, which is approved by and registered with DLI's Apprenticeship unit. The contract specifies the length of the training, school hours, an outline of the skills of the trade to be learned and the wages the apprentice will receive.

Apprenticeship programs benefit workers by giving them the opportunity to earn while they learn and benefit employers by providing employees who are skilled in their trade or occupation.

There are approximately 8,000 registered apprentices in Minnesota, the majority of whom are currently in the construction trades.

OBJECTIVE

Support Minnesota's economy by fostering and promoting work-based career development through registered apprenticeship programs that provide structured training while developing a skilled workforce for employers.



STRATEGY



Develop and oversee registered apprenticeship programs.

INITIATIVES

Support apprentices in registered apprenticeship programs.

Ensure apprenticeship sponsors comply with approved standards through program oversight.

Provide technical assistance to apprenticeship sponsors.

Periodically interview or survey apprentices and sponsors regarding registered apprenticeship.

Evaluate and improve the Supervisory Visit Program to help apprenticeship programs identify potential challenges earlier.

Develop apprenticeship standards for a variety of industries.

Identify and conduct outreach to potential apprenticeship sponsors.

OUTCOME MEASURES

Monitor the number of programs and the number of apprentices in each program.

Monitor industry data regarding apprenticeship participation.

Monitor and improve completion rates, withdrawal rates and cancellation rates for each program.

Identify and monitor apprentice and sponsor survey responses.

Identify and monitor outreach activities.

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Promote workforce diversity through registered apprenticeship programs.</p> 	<p>Evaluate and improve the compliance review program including diversity goals.</p> <p>Engage apprenticeship sponsors and employers to increase diversity.</p> <p>Identify and address barriers for women and minorities to participate in registered apprenticeships.</p> <p>Engage in targeted outreach with community partners.</p> <p>Clarify and communicate the importance of diversity in apprenticeship.</p>	<p>Increase female and minority participation in apprenticeship programs.</p>
 <p>Ensure portability and support the career development of apprentices and graduates.</p>	<p>Work with the Minnesota State Colleges and Universities System to develop degree programs for apprentices.</p> <p>Serve as a resource for programs to improve retention, including the development of a “500 hours” program.</p> <p>Identify and share best practices regarding mentoring and program retention with program sponsors.</p> <p>Improve transparency and better define roles for those involved in apprenticeship.</p>	<p>Identify and monitor the number of apprenticeship degree programs offered and how many apprentices receive degrees.</p> <p>Reduce the number of canceled apprenticeships.</p> <p>Increase apprenticeship program completion rates.</p>

CONSTRUCTION CODES AND LICENSING

The Construction Codes and Licensing Division (CCLD) oversees construction-related activities in the areas of licensing, plan review, education, code development, enforcement and inspection in Minnesota.

CCLD administers almost 110,000 licenses in construction-related activities such as electrical, high-pressure piping, plumbing, boilers, manufactured homes and residential contracting. It also issues more than 120,000 permits to perform electrical work resulting in more than 250,000 electrical inspections annually.

CCLD is responsible for ensuring the safety of state-owned and state-licensed facilities through a construction plan review and inspection. It also develops and administers the Minnesota State Building Code.

CCLD supports the work of three independent rulemaking boards: Plumbing Board, High Pressure Piping Board and the Board of Electricity. CCLD also benefits from the construction industry expertise of representatives who serve on the Construction Codes Advisory Council and on code development technical advisory committees.

OBJECTIVE

Protect the health, safety and welfare of the public by providing reasonable, uniform and balanced standards for Minnesota's buildings and construction professionals.



STRATEGY



Code adoption and administration

Ensure building safety through a comprehensive, progressive and effective process of code adoption and uniform statewide code administration.

INITIATIVES

Identify and participate in areas where DLI can be a leader in national code development.

Perform targeted audits of municipal code authorities to ensure uniform administration.

Evaluate the code adoption process and implement improvements.

OUTCOME MEASURES

Identify and monitor the number of municipal audits performed.

Identify and monitor the number of Minnesota code amendments proposed and accepted by national code authorities.

Identify and reduce the time needed to prepare codes and amendments for adoption.

Monitor customer satisfaction survey results.

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Licensing Efficiently assess the qualifications of construction professionals and protect consumers and workers through contractor licensing.</p> 	<p>Improve efficiency and customer service by increasing the use of electronic processing of licenses.</p> <p>Improve existing systems to increase efficiency and customer service.</p> <p>Streamline and improve the approval process for external continuing education providers.</p> <p>Clarify and publish the requirements for licensure.</p> <p>Explore the creation of a single uniform Contractor Recovery Fund program to allow for the fair, cost effective and efficient administration of this consumer protection program.</p>	<p>Increase the number of initial and renewal applications completed online.</p> <p>Reduce the average new application processing time to seven days or fewer.</p> <p>Reduce the average renewal processing time to three days or fewer.</p> <p>Reduce the number of phone calls from licensees and applicants by 50 percent.</p> <p>Monitor applications and claims paid by the Contractor Recovery Fund.</p>
 <p>Plan review Review construction plans in a timely manner to ensure safe, code compliant construction that results in a value to the owner.</p>	<p>Implement electronic plan review.</p> <p>Develop and implement plan review processes that increase efficiencies and reduce review time.</p> <p>Review manufactured structures plans and quality control documents in a timely manner to allow for plant certifications.</p>	<p>Identify and monitor the number of plans submitted and reviewed electronically.</p> <p>Identify and monitor the time required to review plans.</p> <p>Identify and monitor the number of plumbing plan review plan correction letters as compared to the number of reports on plans issued.</p> <p>Increase manufactured structures facility quality control certifications.</p>

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Construction permitting Expedite safe building construction through the efficient processing of permits.</p>	<p>Improve efficiency and customer service by increasing the use of electronic processing of permits.</p> <p>Improve existing systems to increase efficiency and customer service.</p> <p>Refine property and jurisdictional identification functions within the permitting systems to better address user needs.</p>	<p>Make all permit types available electronically to all users.</p> <p>Achieve goal that at least 80 percent of all permits are issued online.</p> <p>Identify and reduce the number of permit corrections processed and refunds issued.</p> <p>Process and issue all construction permits within three days of completed plan review.</p>
 <p>Inspection services Cost effectively and with professional technical expertise inspect the construction installations and ensure the integrity of the equipment and systems operations for all work under the authority of the state.</p> 	<p>Develop a standardized notice and verification process to improve value and efficiency for service users.</p> <p>Create standardized and uniform inspection criteria and communicate those to the industry.</p> <p>Administer an efficient and cost-effective electrical inspection program.</p> <p>Create a comprehensive inventory of all elevator and boiler assets in the state.</p> <p>Implement the electronic transfer of insurance information for boilers.</p> <p>Improve the efficiency of billing for regularly scheduled inspection services.</p> <p>Create a DLI inspector apprenticeship program.</p> <p>Improve the audit program for manufactured housing.</p>	<p>Identify and monitor the number of inspections, time each inspection takes, time between inspections and violations found.</p> <p>Inspect boilers and elevators within 30 days of an inspection anniversary date.</p> <p>Ensure 100 percent of insured objects are reported electronically by insurers.</p> <p>Inspections that are not required to be pre-scheduled are to be performed within 60 days of completion of the work.</p>

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Enforcement Provide fair and balanced enforcement to achieve compliance with licensure and code requirements.</p> 	<p>Conduct complaint-based investigations to identify violations of Minnesota construction codes and licensing laws.</p> <p>Initiate strategically targeted investigations to identify and address compliance trends and concerns.</p> <p>Leverage and publicize the penalty plan to deter future violations.</p>	<p>Identify and monitor the number of complaints received, investigations opened and closed and penalties assessed and recovered.</p> <p>Identify and monitor the number of targeted investigations opened and closed and the number of penalties assessed and recovered.</p> <p>Identify and monitor repeat violations under stayed penalties.</p> <p>Identify and monitor voluntary corrections without order.</p>
 <p>Outreach and education Foster and promote safe, accessible and energy-efficient building design and construction through outreach and education to construction professionals and the public.</p>	<p>Improve communications and provide formal training programs directed at building officials, inspectors, design professionals and contractors.</p> <p>Develop and implement alternative education delivery models including webinars.</p> <p>Evaluate and develop targeted outreach activities based on repeated code violations, industry need, high risk consumers such as homeowners, etc.</p> <p>Improve customer service by developing uniform communications strategies and information resources.</p>	<p>Identify and monitor the number of attendees and training session evaluations.</p> <p>Identify and monitor the number of alternative delivery model education offerings and user evaluations.</p> <p>Update all CCLD communications materials by the end of 2013.</p> <p>Reduce the errors in plans submitted for review in areas targeted by educational outreach activities.</p> <p>Identify and reduce the number of corrections cited in the field in areas targeted by educational outreach activities.</p>

GENERAL SUPPORT

General Support performs a variety of critical behind-the-scenes functions and provides the talent and means by which DLI carries out its mission.

General Support functions are designed to:

- develop and maintain essential information technology;
- attract and retain highly qualified staff members;
- research and analyze data to improve DLI’s program areas;
- provide legal advice and representation;
- protect DLI’s financial resources; and
- effectively communicate the services provided by DLI and the rights and responsibilities of agency stakeholders.

OBJECTIVE

Provide effective and efficient services and offer creative solutions to help DLI achieve its mission.



STRATEGY

INITIATIVES

OUTCOME MEASURES



Use LEAN problem-solving throughout DLI to improve service, reduce delays and lower costs.

Facilitate employee participation in continuous improvement (LEAN) training.

Organize and facilitate continuous improvement process (Kaizen) events.

Increase the number of DLI employees who have participated in LEAN 101, Kaizen training or a Kaizen event.

Increase the number of Kaizen events sponsored by DLI.



Recruit, develop and retain a high-performance workforce.

Conduct workforce planning, including forecasting future workforce composition, gap analysis, succession planning, knowledge transfer and cross-training.

Position descriptions will be current and employee performance will be timely reviewed.

Identify employee training needs by unit and develop unit plans to advance employees’ knowledge, skills, abilities and competencies.

Target recruitment efforts on under-represented populations.

Review and refresh the department’s workforce plan annually.

Complete at least 90 percent of employee evaluations on time.

Ensure at least 90 percent of employees have current position descriptions.

Track the number of units that have been evaluated for training and the number of plans that have been established.

Achieve diversity goals.

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Provide high-quality, secure and cost-effective information technology to enable effective decision making and to support DLI's programs and initiatives.</p> 	<p>Use an information technology (IT) governance structure to ensure cost-effective use of technology and successful project implementation.</p> <p>Enhance online and self-service processes to increase efficiency.</p> <p>Coordinate with statewide technical services and other technical resources to use best practices.</p>	<p>At least 95 percent of all service requests for programming are reviewed to determine scope by IT prior to the governance process deadline.</p> <p>Increase the number of self-service processes and online functions.</p> <p>Prepare plan for expanded implementation of electronic data interchange for workers' compensation before end of 2012.</p> <p>Identify and monitor the number of statewide services analyzed for DLI business use.</p> <p>Identify and monitor the number of policies and procedures used by other agencies that have been analyzed for use by DLI.</p>
 <p>Protect and ensure accountability for the resources entrusted to DLI.</p>	<p>Ensure program managers have the financial information needed to manage their programs.</p> <p>Ensure adherence to statewide internal controls.</p> <p>Assess the risks of financial processes and develop strategies and procedures to reduce the risks.</p> <p>Develop a list of financial processes for which risks should be assessed and prioritize processes.</p>	<p>All monthly financial reports are available online for timely review by staff members.</p> <p>Training sessions explaining the financial reports available and their uses are conducted at least quarterly for supervisors and managers.</p> <p>DLI's control environment assessment is reviewed and updated as needed, yet at least annually.</p> <p>Complete at least two risk-assessments annually.</p>

STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Provide sound and timely legal advice and representation to DLI.</p>	<p>Provide legal advice in a timely manner.</p> <p>Effectively advocate on behalf of DLI.</p> <p>Periodically provide data practices and record retention training.</p>	<p>At least 90 percent of respondents to a survey of managers and supervisors report legal advice is provided within time frames agreed upon.</p> <p>At least 90 percent of respondents to a survey of DLI managers and supervisors and OAH judges report DLI attorneys are well-prepared and effectively communicate the department’s position.</p> <p>Increase the number of data practices and record retention training sessions conducted annually.</p>
 <p>Effectively communicate the services and work of DLI.</p>	<p>Ensure DLI’s website is user-friendly and its content is accurate and easy to access and understand.</p> <p>Develop further opportunities for stakeholders to communicate with the agency.</p>	<p>Identify and monitor the number of individuals who access DLI’s website.</p> <p>A majority of respondents to user surveys rate the availability and content of information on DLI’s website as “good” or better.</p>

OFFICE OF COMBATIVE SPORTS

Combative sporting events include boxing, mixed martial arts and “tough person” competitions.

The Office of Combative Sports (OCS) ensures combative sporting events are conducted safely and fairly. The OCS licenses event participants including:

- combatants,
- promoters,
- referees and
- trainers.

OCS also establishes regulatory safeguards for the protection of fighters and to ensure fairness and safety.

OBJECTIVE

Ensure combative sporting events are conducted in a manner that minimizes injuries and ensures fair competition.



STRATEGY	INITIATIVES	OUTCOME MEASURES
 <p>Ensure the safety of participants.</p>	<p>Provide adequate monitoring at sporting events.</p>	<p>Maintain level of serious injuries and deaths at zero.</p>
 <p>Maintain complete and accurate electronic licensing records.</p>	<p>Evaluate current licensing system to determine accuracy and completeness of records and efficiency of system.</p>	<p>Develop a plan and implementation schedule for a consumer-focused electronic licensing system before the end of fiscal-year 2014.</p>



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