



# STRATEGIC PLAN

FISCAL YEARS 2018–2022

WORKERS' COMPENSATION

OCCUPATIONAL SAFETY AND HEALTH

LABOR STANDARDS

APPRENTICESHIP

CONSTRUCTION CODES AND LICENSING

AGENCY SUPPORT SERVICES



## STRATEGIC PLANNING

The Minnesota Department of Labor and Industry (DLI) prepared this strategic plan to guide the department in carrying out its mission during the next five years by conducting an internal and external review of its priorities and operations. DLI administers six major programs:

- Workers' Compensation
- Occupational Safety and Health (Minnesota OSHA)
- Construction Codes and Licensing
- Labor Standards
- Apprenticeship
- Agency Support Services

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.

DLI's strategic plan for 2013 through 2017 resulted in several agency initiatives coming to fruition. Outcomes from that plan have included: a feasibility study and securing necessary funding to modernize the state's workers' compensation technology systems; the creation and implementation of a child labor initiative; and increasing female and minority participation in registered apprenticeship programs.

To develop a new plan that can again have achievable and measurable outcomes, DLI first identified the core objective of each program, requiring an answer to this basic question, "How is DLI's work important to the citizens of the state of Minnesota?" It then identified strategies and specific, targeted initiatives to accomplish each of the objectives. Finally, indicators of success were identified to determine whether DLI is successful in the strategies and initiatives it undertakes.

The following terms are used throughout this document.

**Objective:** states the goal DLI wants to accomplish.

**Strategy:** explains what DLI does to meet the objective.

**Initiative:** describes how DLI will implement the strategy.

**Indicators of success:** shows whether we are delivering on our mission and objectives.

As part of its strategic planning process, DLI looked closely 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 continue to identify and monitor available information so appropriate baselines can be established.



WORKERS' COMPENSATION  
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## MISSION

*The Department of Labor and Industry’s (DLI’s) mission is to ensure Minnesota’s work and living environments are equitable, healthy and safe. The department serves employees, employers and the public by regulating buildings and workplaces through education and enforcement.*

Agency activities assure:

- workplaces are safe from injury and illness;
- buildings are safe and healthy for those who occupy them;
- workers injured on the job are provided treatment and benefits;
- workers from all communities have the opportunity to receive critical skills through apprenticeship training;
- workers who construct and inspect buildings are qualified to perform the work; and
- workers, potential workers and employers have a clear understanding of their rights and responsibilities in the workplace.

## OBJECTIVE

*DLI is committed to fair and competent enforcement of the laws it administers and serving as a responsive and reliable resource for all Minnesotans, including employers, workers, insurers and licensees. We are committed to building a diverse and inclusive workforce to better serve Minnesota’s citizens.*

## STRATEGY

## INITIATIVES



**Ensure integrity guides every DLI employee’s work.**

Ensure all DLI employees have the training and resources necessary to complete their work professionally, ethically and respectfully.

Ensure all policies and procedures align with agency goals and objectives and are easily understood and usable.

Ensure state resources are used appropriately and are protected.



**Ensure exceptional, timely and reliable service is provided to all members of the public.**

Continuously evaluate processes and procedures to identify opportunities to improve services.

Coordinate communication throughout the agency to ensure the flow of information resulting in the highest quality of service.

STRATEGY	INITIATIVES
 <p><b>Create a diverse and inclusive workplace reflective and responsive to all Minnesotans and actively engage diverse communities in DLI’s work.</b></p>	<p>Actively recruit and retain a qualified and diverse workforce at DLI.</p> <p>Train and support employees about the principles of respectful workplace expectations.</p> <p>Increase employee and leadership engagement and participation in diversity committee activities and events.</p> <p>Identify diverse stakeholders to serve on DLI committees, boards and councils.</p> <p>Develop strong relationships with a broad range of DLI strategic partners representing diverse communities.</p>
 <p><b>Ensure DLI workplaces are safe and secure.</b></p>	<p>Provide annual training for DLI staff members about physical, cyber, data, financial and building security.</p> <p>Encourage all DLI staff members to submit continuous improvement projects to enhance DLI’s safety and security.</p>

## INDICATORS OF SUCCESS

- DLI leaders demonstrate the values of the agency.
- Every employee adheres to the DLI code of conduct.
- DLI divisions identify, implement and report qualitative metrics demonstrating successful service delivery.
- DLI conducts specific continuous improvement efforts to provide services effectively and efficiently.
- Diversity and inclusion is reflected throughout the agency with the expectation of a respectful workplace and fair and decent treatment of all Minnesotans.
- DLI implements projects to improve the safety and security of DLI employees, property, data and finances and measures the effectiveness of each project.



## OBJECTIVE

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

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. It 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 functions critical to the system.

First, it administers the Special Compensation Fund (SCF), which provides benefits to injured workers whose employers failed to carry workers' compensation insurance, and enforces legal provisions to ensure employers carry the required coverage for their employees.

Second, DLI provides vocational rehabilitation services to both injured workers with accepted claims and those whose claims were denied or suspended to help them return to work.

Several advisory groups provide guidance to DLI and play a key role in the success of Minnesota's workers' compensation system.

The Workers' Compensation Advisory Council is composed of representatives of business and labor, and its responsibilities include addressing issues and recommending legislation pertaining to workers' compensation.

The Medical Services Review Board and the Rehabilitation Review Panel are composed of professionals who practice in the medical and vocational rehabilitation fields, respectively, and offer guidance and perform certain adjudicatory duties in those areas.

## STRATEGY



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






## INITIATIVES

Expand the number of filings made and documents maintained electronically.

Implement a modernized workers' compensation technology system.

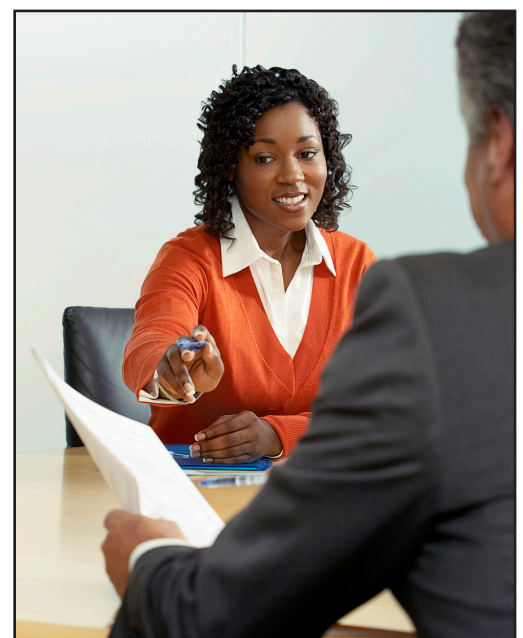
Monitor key performance measurements of Minnesota's workers' compensation system.

Educate and train stakeholders on the use of the modernized system.

STRATEGY	INITIATIVES
 <p><b>Educate stakeholders about their rights and responsibilities under Minnesota’s workers’ compensation law and improve compliance with the requirements of the law.</b></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 or most flagrantly violated.</p> <p>Engage state and local licensing agencies, and stakeholders about Minnesota workers’ compensation laws.</p>
 <p><b>Provide vocational rehabilitation services to both injured workers with denied claims and those who are receiving benefits so they can successfully return to work, through DLI’s Vocational Rehabilitation unit (VRU).</b></p>	<p>Focus efforts on successful return to work.</p> <p>Increase both staff and client awareness of services provided by other agencies and community resources to enhance VRU services.</p> <p>Continue to adjust VRU’s provision of vocational rehabilitation services to meet the needs of clients and changing economy.</p> <p>Focus on outreach efforts to encourage early intervention and use of rehabilitation services.</p>
 <p><b>Provide prompt and fair resolution of disputes.</b></p>	<p>Maintain time frames for processing dispute certification requests and requests for assistance.</p> <p>Monitor the number of discretionary referrals to the Office of Administrative Hearings.</p> <p>Schedule administrative conferences as soon as reasonably possible.</p> <p>Inform and educate stakeholders to reduce the number of disputes.</p> <p>Reduce the time frame for issuing Decision and Orders.</p> <p>Expand the use of mediation as a means to resolve disputes.</p>
 <p><b>Provide an Office of Workers’ Compensation Ombudsman.</b></p>	<p>Inform, assist and empower injured workers and small businesses having difficulty navigating the workers’ compensation system.</p>

## INDICATORS OF SUCCESS

- The Workers' Compensation Division identifies and monitors the types of claim data submitted to DLI via electronic data interchange.
- The Workers' Compensation Division identifies and monitors compliance with required injury reporting relative to the waiting period and first day of lost time.
- The Workers' Compensation Division maintains or increases the percentage of clients who successfully return to work.
- The Workers' Compensation Division continues to compare VRU outcomes with those of private qualified rehabilitation consultants.
- The Workers' Compensation Division monitors the average number of days from receipt of medical and rehabilitation requests for assistance to the date:
  - a conference is held; and
  - a Decision and Order is served and filed.
- The Workers' Compensation Division tracks the number of mediation sessions each year and maintains the percentage of mediation sessions that result in successful resolution of the dispute(s).
- The Workers' Compensation Division tracks the number of workers and businesses assisted by the Office of Workers' Compensation Ombudsman each year.



## OBJECTIVE

*Make Minnesota workplaces safe and healthy.*

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, by offering safety consultation services to employers, by creating partnership and alliance opportunities with Minnesota employers to work cooperatively and by offering outreach and training.

There are 164,000 employers and 2.7 million employees in Minnesota. DLI directs its inspection and consultation services to workplaces that pose the greatest risk to workers, to educate both employees and employers about their rights and responsibilities under Minnesota OSHA laws.

As an OSHA state-plan state, Minnesota partners with the U.S. Department of Labor to implement federal statutes and standards related to workplace safety. In exchange

for federal funding offset by state-match funding requirements (50/50 federal/state for enforcement programs and 90/10 for consultation programs), Minnesota OSHA (MNOSHA) is obligated to be at least as effective as federal OSHA programs.

The Occupational Safety and Health Advisory Council, composed of representatives from labor, business, the safety and health professions and the public, advises the department in its implementation of Minnesota OSHA laws. The Occupational Safety and Health Review Board issues decisions involving untimely contested citations and reviews and decides appeals of administrative law judge orders involving Minnesota OSHA citations.



## STRATEGY

## INITIATIVES



**Reduce workplace injuries, illnesses and fatalities through inspections and consultative assistance.**

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

Encourage participation in cooperative assistance programs that promote and recognize an employer’s ability to effectively manage workplace safety.

Annually recommend new employers to MNOSHA’s safety and health excellence programs.






**Reduce workplace hazards and exposures through inspections and consultative assistance.**

Increase hazard recognition and abatement through training, consultation and enforcement.

Maintain assessment of minimum number of safety management attributes, relative to finding of each consultation visit.

Increase the number of inspector training initiatives to familiarize investigators with routine activities, hazards and control measures.



STRATEGY	INITIATIVES
<p> <b>Educate employers, employees and employee groups about their rights and responsibilities, as well as resources available under OSHA laws to reduce workplace injuries, illnesses and fatalities.</b></p> 	<p>Focus education efforts on high-hazard industries and small employers.</p> <p>Work with leading employer organizations to maximize the reach of Minnesota OSHA’s message.</p> <p>Establish and maintain effective contact with young workers as they enter the workforce.</p> <p>Build relationships with community-based organizations and those representing immigrants and non-English-speaking employers and employees.</p> <p>Increase the number of partnerships within high-hazard industries.</p> <p>Include education about occupational safety and health concepts and Minnesota OSHA laws as part of new-business licensing.</p>
<p> <b>Improve the effectiveness of investigations and consultation assessments by analyzing collected data.</b></p>	<p>Assess injury and illness data, and other accident and incident data, to help identify trends and hazards.</p> <p>Prioritize timely abatement of hazards that had an impact on accidents and subsequent injury or illness occurrences.</p>

## INDICATORS OF SUCCESS

- MNOSHA reports annually: the number of inspections and workplace safety consultations conducted by its staff; the percentage of inspections in high-hazard industries; and the percentage of consultations conducted with employers with fewer than 250 workers.
- MNOSHA is within 20 percent of the national average for the average number of serious citations per inspection.
- MNOSHA reports annually the percentage of serious citations for enforcement inspections with timely abatement, as well as the timely abatement of hazards found during MNOSHA Workplace Safety Consultation visits.
- By 2022, MNOSHA reduces the total recordable cases (TCR) rate from the previous five-year average.
- By 2022, MNOSHA reduces the fatality rate from the previous five-year average.
- MNOSHA measures outreach effectiveness by tracking: the number of sessions presented for labor and employer groups; the number of events targeted to non-English-speaking and immigrant groups; and the number of events providing information to students and young workers.

## OBJECTIVE

*Protect Minnesota’s economy by ensuring workers and employers understand their rights and responsibilities for the payment of wages and required minimum workplace standards.*

The Department of Labor and Industry’s Labor Standards unit protects workers through enforcement of state laws governing labor and employment protections, minimum wage, overtime, child labor, prevailing wage, parental leave

and employee rights regarding termination of employment and wages due. It provides outreach and education to employees, employers, community-based organizations and the general public.

## STRATEGY



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



**Educate employers, workers and the public about their rights provided by – and responsibilities to comply with – Minnesota labor standards and child labor laws.**

## INITIATIVES

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

Monitor and evaluate the number of complaints received, investigations opened and closed, investigation duration, back wages recovered, and penalties assessed.

Improve Labor Standards case management processes and systems.

Initiate industry and occupation strategic investigations to identify and address trends in violations of Minnesota labor standards laws by Jan. 1, 2018.

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

Implement an investigation management plan, including audits, penalty analysis and communications plan for labor standards cases.

Evaluate and improve resources for wage claimants.

Reduce the time it takes to investigate violations and resolve cases.

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

Target outreach efforts based on industry, occupation and geography.

Engage in partnerships with other government, private and community-based organizations.

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

Increase resources for employers and employees through documents, the website and social media channels.

Conduct business roundtable discussions about wage and hour issues.

STRATEGY	INITIATIVES
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**Address wage theft in Minnesota through education and enforcement.**

- Identify and implement strategies to address wage theft statewide.
- Research occurrences and effects of wage theft in Minnesota and issue a report about wage theft in Minnesota by July 2018.
- Launch a wage-theft awareness campaign in July 2018.
- Strategically enforce, educate and engage employers and workers about wage theft in Minnesota.
- Be responsive to diverse communities.
- Identify strengths and weaknesses of Minnesota law in addressing wage theft and develop legislative proposals if needed.



**Ensure all construction workers on state-funded projects are paid the appropriate prevailing-wage through outreach, compliance and enforcement activities.**



- Improve coordination with state agency contracting authorities to ensure compliance with prevailing-wage laws.
- Develop and implement tools and resources for contracting authorities, including classification clarification and rate assignments.
- Improve efficiency and increase participation in the annual prevailing-wage survey.
- Conduct complaint-based investigations.
- Initiate strategic investigations and on-site job visits to identify and address trends in violations of Minnesota labor standards laws.
- Provide outreach and education to employers, workers and industry representatives about prevailing-wage compliance.
- Develop a standardized investigation management plan, including audits, deduction analysis, penalty assessment and a communications plan, for prevailing-wage cases.

## STRATEGY



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



## INITIATIVES

Develop and implement work-based learning resources and programs to benefit student learners.

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

Develop outreach and education initiatives for industries that employ teens.

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

Standardize the child worker permitting process.

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

## INDICATORS OF SUCCESS

- Labor Standards reports annually the number and type of wage theft, child labor and prevailing-wage enforcement cases opened and closed, investigation duration, back wages recovered, and penalties assessed, and by 2022, Labor Standards:
  - closes 80 percent of wage and hour cases in 90 days or less; and
  - resolves 60 percent of wage claims within four days.
- Labor Standards increases the number of prevailing-wage surveys submitted and at least 80 percent of all prevailing-wage surveys and other wage data is submitted electronically.
- Labor Standards identifies and increases the number of targeted outreach initiatives, partnerships and other collaborative efforts.
- Labor Standards identifies and increases the number of outreach events with diverse populations.
- Labor Standards continues to develop and implement its Child Labor Initiative and monitors the number and scope of child worker permits issued.

# REGISTERED APPRENTICESHIP

## OBJECTIVE

*Support Minnesota’s economy by promoting, facilitating and developing quality registered apprenticeship programs that recruit, train and retain a highly skilled and diverse workforce.*

Registered apprenticeship is a time-tested employee training system that combines job-related technical instruction with structured on-the-job learning experiences.

Registered apprenticeship prepares Minnesota workers to compete in a global, 21st century economy and develops highly trained, skilled and motivated employees.



## STRATEGY

## INITIATIVES



**Expand registered apprenticeship throughout the state to more industries, occupations, employers and workers.**

- Leverage federal resources to expand registered apprenticeship in Minnesota.
- Identify and conduct outreach to potential apprenticeship sponsors.
- Develop apprenticeship standards for additional industries.
- Brand “Apprenticeship Minnesota” and develop and implement a statewide apprenticeship promotion campaign.
- Research and develop tools and resources to help employers build their infrastructure to deliver registered apprenticeship programs.
- Convene apprenticeship stakeholders to collaborate about the expansion of registered apprenticeship.



**Promote workforce diversity through registered apprenticeship programs.**

- Partner with apprenticeship sponsors and employers to increase female and minority participation in registered apprenticeship programs.
- Provide support services to apprentices in registered apprenticeship programs.
- Engage apprenticeship sponsors and employers to identify diversity and inclusion opportunities.
- Serve as a trusted resource for both apprenticeship programs and community-based organizations serving diverse communities.
- Support career-readiness programs for under-represented populations.
- Evaluate and improve the compliance review program, including setting diversity goals.
- Identify and address barriers for women and minorities to participate in registered apprenticeships. Leverage LEAP grants to remove barriers.

STRATEGY	INITIATIVES
 <p><b>Ensure apprenticeship programs are being administered to provide quality training and meet state and federal requirements through oversight of and communication with employers and apprentices.</b></p>	<p>Ensure apprenticeship sponsors comply with approved standards through program oversight.</p> <p>Provide technical assistance to apprenticeship sponsors.</p> <p>Periodically interview or survey apprentices and sponsors regarding registered apprenticeship.</p> <p>Evaluate and improve the supervisory visit program to help apprenticeship programs identify potential challenges earlier.</p>
 <p><b>Ensure portability and support the career development of apprentices and graduates by working closely with employers and apprentices.</b></p>	<p>Identify and implement career continuum strategies that include career exposure, career exploration, career readiness, youth engagement and apprenticeship degree programs.</p> <p>Identify and share best-practices for mentoring and program retention with program sponsors.</p> <p>Reduce the number of canceled apprenticeships.</p> <p>Increase apprenticeship program completion rates.</p>

## INDICATORS OF SUCCESS

- Apprenticeship Minnesota reports quarterly the number of: programs; apprentices in each program; and the female, minority and veteran participants in registered apprenticeship.
- Apprenticeship Minnesota monitors and improves completion rates, withdrawal rates and cancellation rates for each program.
- Apprenticeship Minnesota reports quarterly the outreach and development of new registered apprenticeship programs.
- Apprenticeship Minnesota identifies, monitors and reports about career continuum activities throughout the state.
- Apprenticeship Minnesota reports the number of degree programs offered and the number of apprentices who receive degrees.
- Apprenticeship Minnesota monitors and reports the outcomes of LEAP grants.
- Apprenticeship Minnesota successfully markets and promotes the apprenticeship training model.

## OBJECTIVE

*Protect the health, safety and welfare of the public through the administration and enforcement of reasonable and uniform standards for Minnesota’s buildings and construction professionals.*

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

CCLD administers almost 130,000 licenses and registrations in construction-related activities, such as electrical, high-pressure piping, plumbing, boilers, manufactured homes and residential contracting. It also reviews more than 3,000 building and plumbing plans each year and conducts more than 170,000 inspections, based on the more than 110,000 permits the division issues each year.

CCLD is responsible for ensuring the safety of state-owned and state-licensed facilities through plan review and

construction inspections. It also develops and administers the Minnesota State Building Code.

CCLD supports the work of three independent rulemaking boards: the Plumbing Board, the Board of High Pressure Piping Systems and the Board of Electricity.

CCLD also benefits from the construction industry expertise of representatives who serve on the Construction Codes Advisory Council and code development technical advisory groups.



## STRATEGY

## INITIATIVES



### Code adoption and administration

Ensure building safety through an efficient and effective process of code adoption.

Implement process improvements to increase efficiency in the code adoption process.

Improve efficiency and transparency in the overall process of code adoption.

Review all changes in proposed model codes to ensure they satisfy statutory requirements.

Prepare a comprehensive timeline or schedule for the adoption of the 2018 model codes.



### Inspection services

Inspect construction installations and equipment in a timely manner to protect public safety through compliance with construction codes and standards.

Create standardized and uniform inspection criteria and communicate to the industry.

Administer efficient, consistent and cost-effective inspection programs.

Implement mobile inspection software.

STRATEGY	INITIATIVES
 <p><b>Licensing</b> Effectively assess the qualifications of construction professionals and protect consumers and workers through contractor licensing.</p>	<p>Improve or replace existing licensing and exam administration technology to increase efficiency and citizen service.</p> <p>Streamline and standardize the approval process for continuing education courses submitted by approved providers.</p> <p>Revise website content with respect to requirements for licensure and application processes to make it more user friendly.</p> <p>Implement and further refine processes for tracking business licensees’ liability insurance status to ensure DLI has current information.</p> <p>Engage stakeholders in the development of a more effective licensing process for residential building contractors, including the creation of a personal license requirement.</p>
 <p><b>Plan review</b> Review construction plans in a timely manner to protect public safety through compliance with construction codes and standards.</p>	<p>Expand implementation of 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><b>Construction permitting</b> Expedite safe building construction through the efficient processing of permits.</p>	<p>Improve efficiency and citizen service by increased use of electronic application and processing of permits.</p> <p>Improve or replace existing technology to increase efficiency and citizen service.</p> <p>Refine property and jurisdictional identification functions within the permitting system to better address user needs.</p>



## STRATEGY

## INITIATIVES



### Enforcement

Provide fair and balanced enforcement to achieve compliance with licensing, code and other statutory requirements.

Initiate strategically targeted investigations to identify and address compliance trends and concerns.

Enhance the use of TRAKiT to identify the nature of complaint investigations and their outcomes.



### Outreach and education

Promote consumer protection and safe, accessible and energy-efficient building design and construction through outreach and education to construction professionals and the public.

Develop and implement alternative education models including webinars.

Evaluate and develop targeted outreach activities based on repeated code violations, demonstrated need, and at risk work.

Facilitate engagement with stakeholder organizations by co-sponsoring training or education events.

Evaluate using some Contractor Recovery Fund (CRF) funds to develop public service and education tools to increase consumer awareness of issues relating to unlicensed contractors and the availability of the CRF.

Update all CCLD communication materials by 2018.



## INDICATORS OF SUCCESS

- The time required to prepare codes and amendments for adoption is reduced.
- Adopted codes are basic, reasonable, uniform and cost-effective.
- The percentage of initial applications completed online is increased.
- The average processing time for exam applicants is reduced to seven days.
- The average business license renewal processing time is reduced to seven days.
- The time required to review and approve continuing education courses is reduced.
- The number of business licensees that are able to use a completely paperless renewal is increased by ensuring DLI has current liability insurance information at the time of renewal.
- There are a greater number of experienced, competent, licensed residential building contractors.
- Plan reviews applied for and reviewed electronically increase from 15 percent to 85 percent.
- Building and plumbing permits can be obtained electronically.
- Of all permits issued, those obtained electronically increase from 85 percent to 95 percent.
- Electronic certification of bleachers is available and inspection services are provided within 24 hours of request.
- The division can record inspections on mobile devices with automatic result notification via email or text message.
- Boiler pressure vessel and elevator device locations are GPS mapped and all inspection activity is recorded and managed by staff members using mobile devices.
- Inspections that are not required to be pre-scheduled are performed within 30 days of completion of the work.
- Targeted architectural training reduces the number of errors in plans submitted for review and corrections cited in the field.
- Building officials are able to obtain some of their required continuing education credits through webinars.
- The number of consumer complaints relating to unlicensed residential building contractor activity is reduced.
- The level of consumer protection and licensee compliance is increased.
- The number of enforcement cases resulting in voluntary compliance is increased.





## OBJECTIVE

*Provide effective and efficient professional services while offering innovative and strategic solutions to support DLI in achieving its mission.*

The Department of Labor and Industry’s agency support services provide reliable, program-focused professional services related to managing the operations of the agency, including:

- attracting and retaining highly qualified staff members;
- ensuring strategic organizational development and continuity planning;
- researching and analyzing data to improve the programs DLI administers;
- providing legal advice and representation;
- protecting financial resources;
- effectively communicating the services provided by DLI and the rights and responsibilities of DLI stakeholders; and
- supporting functions for grant administration, boards and the Office of Combative Sports.

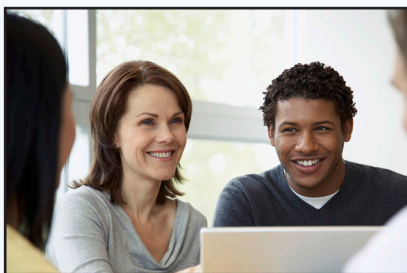
Agency support services also work to maintain a strong relationship with MN.IT Services to support DLI’s information technology needs.

## STRATEGY



### Agency leadership

Recruit, develop and retain a high-performing skilled workforce that reflects the diversity of Minnesota and promotes a culture of inclusion.



## INITIATIVES

Provide accurate, timely and responsive information to allow programs to appropriately plan, manage and optimize human resources.

Coordinate and grow the agency’s leadership development program.

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

Ensure every manager has a plan for succession and cross-training.

Recruit a high-performance workforce and seek to address disparities of protected groups.

Provide leadership for workforce planning, including forecasting the future workforce composition, gap analysis, succession planning, knowledge transfer and cross-training needs.

Enhance the agency’s development and retention of a highly qualified, diverse workforce.

Help managers and supervisors create individual development plans for the staff members they supervise.

Provide diversity training for all employees.

Support leadership to encourage employees to participate in diversity and health committee events.

## STRATEGY

## INITIATIVES



### Human Resources

Manage the operations of the agency to ensure quality and reliable services, and to facilitate innovation and continuous improvement.



Maintain continuity and emergency response plans that ensure the continuous operations of DLI.

Ensure staff members are engaged in continuous improvement activities and outcomes are communicated regularly.

Provide organizational development and continuous improvement support services to DLI divisions and programs.

Implement a facilities management and continuity planning governance process to ensure DLI facilities are safe, secure and properly maintained.

Increase the use of SharePoint to streamline internal processes and information tracking.



### Research and Statistics

Provide quality and timely research and reporting that allow programs and stakeholders to make data-driven decisions and establish DLI as the primary resource for information about DLI topic areas.

Conduct research for DLI programs and projects to assist DLI leaders to make data-driven decisions.

Publish research in innovative and creative ways that are easy for DLI audiences to understand.

Provide expertise in developing and refining data collection systems.



### STRATEGY

### INITIATIVES



#### General Counsel

Deliver quality legal advice and representation in an effective and timely manner to DLI and related boards.

Provide sound legal advice to assist programs and boards in following and enforcing the law.

Provide quality representation to the Workers' Compensation Division in litigation before the Office of Administrative Hearings and the Workers' Compensation Court of Appeals.

Provide leadership, support and internal training about data practices and data management issues.

Assist and facilitate DLI programs and boards in the development and adoption of rules.

Conduct internal training, outreach and education about the law and the legal process.

Coordinate and manage legal representation by the Attorney General's Office.



#### Financial Services

Provide financial management services to ensure the agency has sound financial planning, budgeting and accounting practices and that state resources are protected.

Provide accurate, timely and responsive budget and financial information to allow programs to appropriately plan, manage and optimize resources.

Implement and maintain sound financial management policies and provide ongoing auditing and training programs to ensure compliance.

Ensure financial practices are transparent, efficient, documented, cross-trained and communicated to managers and supervisors.

Ensure adherence to statewide internal controls.

Develop comprehensive risk assessment plans for each incompatible instance.

Administer the statewide financial systems.

Streamline the accounts receivable and revenue processes.

Coordinate purchasing activities with program purchasing coordinators.

Ensure procurement practices include diversity and sustainability.



STRATEGY	INITIATIVES
<p> <b>Communications</b> Effectively communicate with internal and external stakeholders the services, programs, regulations and mission of the agency.</p> 	<p>Implement a redesigned and mobile-friendly website.</p> <p>Ensure web content meets accessibility requirements.</p> <p>Manage media relations and social media accounts, and expand the provision of video content.</p> <p>Develop and implement audience-specific communications for DLI stakeholders.</p> <p>Explore the use of social media communications to reach additional stakeholders.</p> <p>Explore additional uses and goals of the agency’s intranet.</p>
<p> <b>Office of Combative Sports</b> Ensure combative sporting events are conducted in a manner that minimizes injuries and ensures fair competition through continued oversight.</p>	<p>Ensure the safety of participants by providing adequate monitoring at sporting events.</p> <p>Maintain complete and accurate electronic licensing records.</p> <p>Maintain the level of serious injuries and fatalities at zero.</p>
<p> <b>Information Technology</b> Maintain a strong partnership with MN.IT Services to ensure that high-quality, secure and cost-effective information technology is available to support DLI’s programs and initiatives.</p>	<p>Use the DLI information technology governance structure to ensure the cost-effective use of technology and successful project implementation.</p> <p>Ensure service level agreements accurately reflect the responsibilities of DLI and of MN.IT Services and its service delivery teams.</p> <p>Increase and enhance online and self-service processes to increase efficiency.</p> <p>Use the DLI Security Scorecard to reduce cybersecurity risk.</p> <p>Implement and maintain security measures for electronic media.</p> <p>Improve electronic storage of information and documents; minimize paper transactions and storage.</p>



STRATEGY	INITIATIVES
<p> <b>Projects and Planning</b> Ensure DLI has strong, strategic, organizational development and continuity planning and grant administration.</p>	<p>Provide organizational development and continuous improvement support services to DLI's divisions and programs.</p> <p>Ensure DLI facilities are maintained and safe.</p> <p>Update, maintain and communicate the continuity and emergency response plans to ensure the continuous operations of DLI.</p> <p>Implement effective, efficient and compliant grant administration services for DLI.</p> <p>Oversee Minnesota's PIPELINE (Private Investment, Public Education, Labor and Industry Experience) Program.</p>
<p> <b>PIPELINE Program</b> Expand the program to develop more dual-training employment-based training programs throughout Minnesota.</p> 	<p>Convene and engage employers in targeted industries to guide the work of the PIPELINE Program.</p> <p>Increase the number of dual-training programs.</p> <p>Increase the number of individuals participating in dual-training programs.</p> <p>Develop and validate occupational competencies for dual-training programs.</p> <p>Work closely with the Office of Higher Education to maximize the impacts of dual-training grants.</p> <p>Help employers develop sustainable dual-training programs through a consultative approach.</p> <p>Develop a system to measure dual-training metrics and a PIPELINE Program research and reporting plan.</p> <p>Participate on a national level with dual-training development programs.</p> <p>Align with the Registered Apprenticeship program at DLI.</p>



## INDICATORS OF SUCCESS

DLI's **Human Resources** professionals are committed to attracting and retaining highly qualified staff members by:

- growing the agency's leadership development program;
- identifying and implementing a training plan for DLI;
- assisting in identifying training needs for DLI units and employees;
- providing leadership for workforce planning within the agency;
- encouraging participation in Diversity Committee and Health Promotion Committee events; and
- measuring the development and retention of a highly qualified, diverse workforce.

**Research and Statistics** measures effectiveness by:

- researching and analyzing data to make data-driven decisions; and
- providing expertise to help develop and refine data collection systems.

The **Office of General Counsel** provides sound legal advice to DLI programs and boards by:

- providing quality and timely advice about following and enforcing the law;
- providing quality representation for DLI workers' compensation litigation and for rulemaking; and
- providing leadership and internal training about data management and data practices issues.

**Financial Services** protects and monitors DLI's financial resources by:

- monitoring, auditing and reporting about purchases, expenditures, revenues and fund balances;
- adhering to state of Minnesota policies and procedures related to financial practices; and
- reviewing and implementing Financial Services best-practices.

**Communications** provides effective department communication by:

- developing and monitoring communication with internal and external stakeholders through implementation of an updated website that is mobile-friendly and meets accessibility requirements;
- expanding interactive and social media communications;
- implementing DLI stakeholder-driven communication materials; and
- enhancing DLI's intranet for employees.

DLI provides supportive functions to **boards** to ensure they operate and communicate effective and efficiently.

The **Office of Combative Sports** continues to ensure safety of participants by:

- monitoring events;
- maintaining complete and accurate licensing records; and
- maintaining zero serious injuries.

DLI maintains a strong partnership with **MN.IT Services**, ensuring DLI is receiving services provided by MN.IT Services in a timely, responsive and professional manner.

**Projects and Planning** measures effectiveness by:

- ensuring that all DLI facilities are maintained and safe;
- meeting enterprise requirements for continuity planning;
- facilitating agency continuous improvement efforts;
- ensuring all grants are managed within federal, state and industry guidelines; and
- increasing the number of employers, stakeholders and workers engaged in the Minnesota PIPELINE Project.





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