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MINNESOTA STATE DEPARTMENT

OF

LABOR AND INDUSTRY

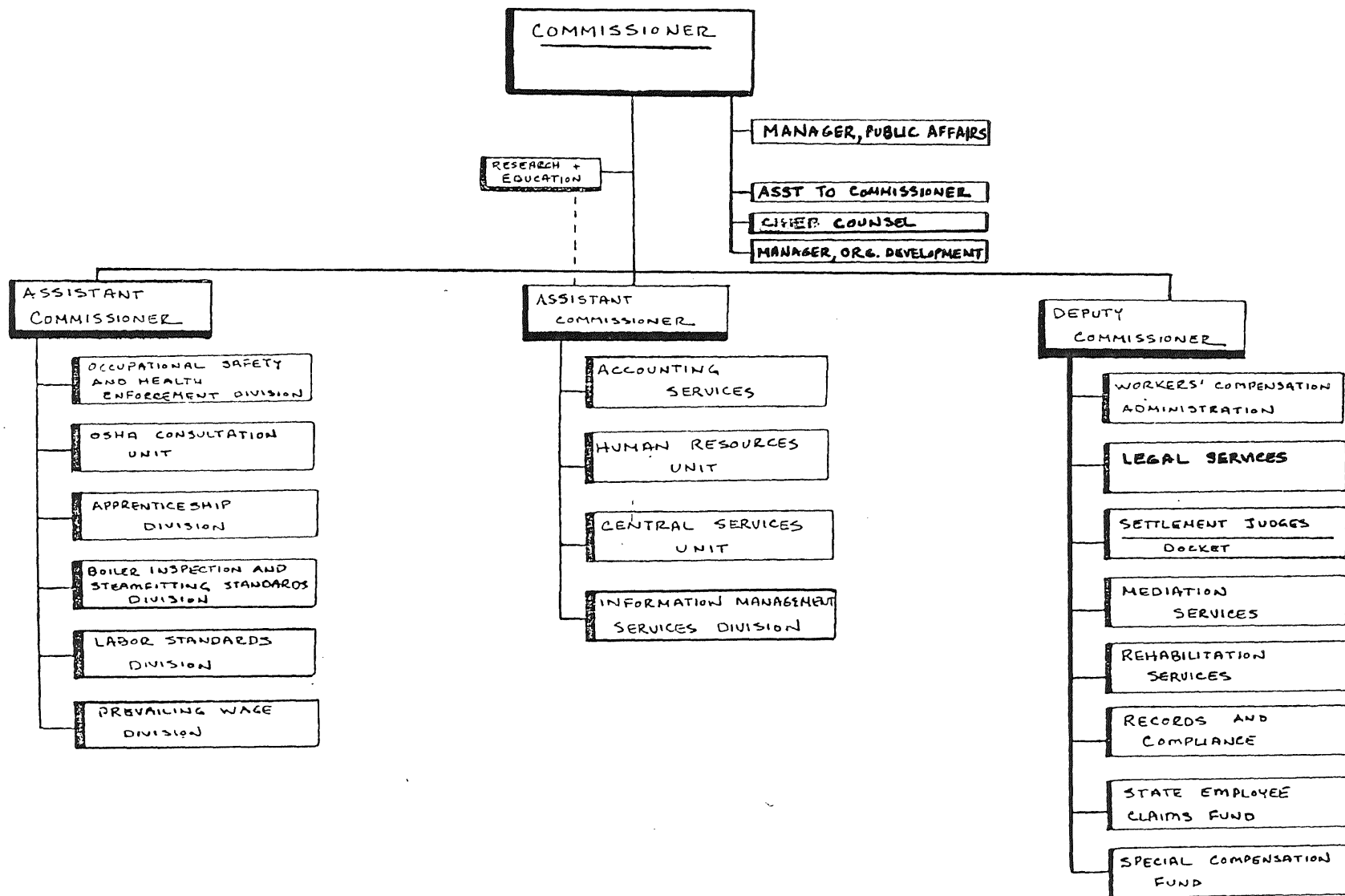
STRATEGIC PLAN

OCTOBER, 1984

## MISSION

TO PROTECT THE SAFETY, HEALTH AND LIVELIHOOD OF WORKERS BY:

1. ASSISTING EMPLOYERS IN FULFILLING THEIR OBLIGATIONS TO THEIR EMPLOYEES AS EFFICIENTLY AS POSSIBLE,
2. IDENTIFYING AND SEEKING IMPROVEMENTS IN PUBLIC POLICY,
3. ENFORCING THE LAWS IN A TIMELY AND EFFECTIVE MANNER, AND
4. SETTING AN EXAMPLE AS A RESPONSIBLE EMPLOYER.



DEPARTMENT OF LABOR AND INDUSTRY

STATE OF MINNESOTA 1984

## LONG TERM GOALS

1. Assist in achieving the goals of the state as established by the Governor and the Legislature.
2. Reduce the effects of occupational disabilities and associated costs.
3. Protect the livelihood of Minnesota workers including both income and credentials.
4. Assist employers in finding the most efficient and effective means of fulfilling their obligations to their employees.
5. Provide courteous, prompt, diligent, scrupulously fair service to the citizens of Minnesota.
6. Promote constructive relations between employers and employees.
7. Maintain and enhance constructive relations with our key stakeholders.
8. Foster a working environment that ensures all our employees the maximum opportunity for personal and professional advancement.
9. Develop more innovative and effective means of managing and working.
10. Contribute more effectively to the development and improvement of public policy affecting business and labor issues.

## AGENCY STRATEGIES TO MEET LONG-TERM GOALS

1. Prevent occupational disease and illness by encouragement of, assistance with and enforcement of good safety and health practices.
2. Encourage, assist and enforce the prompt and effective treatment of occupational illnesses and disease and to minimize the disability that results from them.
3. Ensure the provision of prompt and equitable compensation for economic effects of occupational disabilities.
4. Validate credentials to assure their transferability and their quality.
5. Set and enforce minimum standards for employment and compensation.
6. Develop and encourage programs and public information to assist employers in understanding their obligations and in finding the most effective and efficient means of fulfilling them.
7. Provide fair prompt and meaningful response to inquires and requests for assistance.
8. Provide evenhanded enforcement and administration; encourage voluntary compliance and non-adversarial dispute resolution; employ punitive measures or take an adversary posture only when other efforts to obtain compliance are not satisfactory.

9. Minimize unnecessary litigation and encourage non-adversarial dispute resolution.
10. Develop, implement and maintain systems and methods to establish priority, track status and resolve issues promptly.
11. Develop and encourage programs and public information to make citizens aware of the resources available to them.
12. Improve internal communications to make Labor and Industry employees aware of resources available to citizens.
13. Provide means for citizens to pursue issues when they are not satisfied with agency action.
14. Work to dispel misconceptions and increase understanding of the interdependency of business and labor interests.
15. Assist in the development of mutually-beneficial solutions to labor relation issues by encouraging the exchange of ideas and providing forums for that purpose.
16. Refine and aggressively implement the agency-wide affirmative action program so that affirmative action goals are achieved in all parts of the agency.
17. Design, develop and implement a comprehensive agency training and development program which assists and encourages all personnel in the improvement and expansion of their knowledge, skills and abilities.
18. Effectively implement the strategic planning process.
19. Develop and provide a supportive organizational environment and structure which encourages continuous personal and professional effectiveness.
20. Implement new laws and administer and enforce existing laws in accordance with the priorities and policy objectives of the Governor and Legislature.
21. Volunteer our expertise to other state agencies, to gubernatorial "issues teams", and to individual legislators and legislative committees on issues directly or indirectly related to our agency mission.
22. Further develop an agency-wide, results-oriented, participative approach to management and supervision.
23. Monitor the impact of department systems on key public policy issues.
24. Provide leadership in developing public debate and awareness of issues related to our mission.
25. Develop and promote innovative approaches to improving the effectiveness of department programs and meeting unmet needs of key constituent groups.

26. Improve employers understanding of key stakeholders and their needs and the resources available to meet those needs.

#### LONG-TERM GOALS AND SALIENT STRATEGIES

1. Assist in achieving the goals of the state as established by the Governor and the Legislature. (Strategies 20 and 21.)
2. Reduce the effects of occupational disabilities and associated costs. (Strategies 1, 2 and 3.)
3. Protect the livelihood of Minnesota workers including both income and credentials. (Strategies 3, 4 and 5.)
4. Assist employers in finding the most efficient and effective means of fulfilling their obligations to their employers. (Strategies 9, 10, 11, 12 and 13.)
5. Provide courteous, diligent, scrupulously fair service to the citizens of Minnesota. (Strategies 7, 9, 10, 11, 12 and 13.)
6. Promote constructive relations between employers and employees. (Strategies 9, 14 and 15.)
7. Maintain and enhance constructive relations with our key stakeholders. (Strategies 6, 7, 10, 15 and 26.)
8. Foster a working environment that ensures all our employees the maximum opportunity for personal and professional advancement. (Strategies 16, 17, 18 and 19.)
9. Develop more innovative and effective means of managing and working. (Strategies 17, 18 and 22.)
10. Contribute more effectively to the development and improvement of public policy affecting business and labor issues. (Strategies 23, 24 and 25.)

## COMMISSIONER

Steve Keefe  
Commissioner

### Objectives

1. Modify workers' compensation system to provide better service to injured workers at a cost to employers competitive with Wisconsin as indicated by:
  - A. Major reform legislation passed by June 1, 1983.
  - B. Litigation down 20% by December 31, 1984.
  - C. Gap between Minnesota and Wisconsin average rates reduced 50% by July 1, 1986.
2. Develop and implement a public information program to explain the new Workers' Compensation Law and win cooperation and confidence of business, labor, insurance, and other key constituent groups by November 1, 1984.
3. Implement the Strategic Planning Process on a department wide basis including performance objectives for all managers and supervisors by July 1, 1984.
4. Develop a quality control system that will ensure public confidence in the thoroughness, fairness and efficiency of departmental enforcement activities by December 31, 1984.
5. Monitor employee development needs and implement at least three internal employee development programs that will help employees to grow personally and professionally and further reward good job performance by December 31, 1984.
6. Earn the trust and confidence of key stakeholder groups so that the Department can be relied on to vigorously enforce state laws for the protection of Minnesota workers, minimize regulatory burdens, assist employers to meet their obligations in the most efficient way possible and be scrupulously fair: as indicated by:
  - A. Developing a meaningful way to measure stakeholder trust in the Department by December 31, 1984 and
  - B. Monitoring on an annual basis.

## COMMISSIONER'S GENERAL SUPPORT

Cynthia Thompson  
Manager, Public Affairs

### Objectives

1. Develop a plan by August 1, 1984, to eliminate the Rehabilitation Review Panel appeals backlog by December 31, 1984.
2. Assist the Commissioner in making appointments and reappointments to the various advisory councils by the time the old term expires or within 60 days after receiving a resignation. This will be accomplished on an on-going basis both through active recruitment and the Open Appointments process.

3. Promulgate rules of procedure for the Rehabilitation Review Panel and the Medical Services Review Board by December 1, 1984.
4. Write a procedures manual for the Rehabilitation Review Panel and the Medical Services Review Board so that consistency in service is maintained and so that Public Affairs staff may become familiar with the operations of both bodies. This should begin immediately and be completed by December 31, 1984.
5. Work with Assistant Commissioner David Renz to establish a credible budget for Public Affairs and also make the necessary mechanical adjustments in FTS's to correctly reflect the distribution of work assignments performed for the various divisions by October 1, 1984.
6. Index Rehabilitation Review Panel and Medical Services Review Board decisions and orders (past and present) by subject and/or whatever seems appropriate by October 1, 1984.
7. Develop a system for providing scheduling and clerical support to the Steamfitting and Apprenticeship Advisory Councils by October 1, 1984.
8. Develop and implement a training program for the Rehabilitation Review Panel and Medical Services Review Board members so that they can be assisted in processing their appeals efficiently and smoothly by November 15, 1984.
9. Develop and implement a plan to ensure that 95% of all Rehabilitation Review Panel and Medical Services Review Board appeals are disposed of within 90 days from receipt where possible by February 1, 1985.

Elaine Failor  
Assistant to Commissioner

#### Objectives

1. Ensure that the departmental legislative program is drafted, introduced, and enacted by the date the Legislature adjourns.
2. Continue to monitor and adjust the constituent correspondence system as necessary to ensure that 95% of all constituent complaints/inquires are resolved (or that an interim response is provided) within five working days.
3. Develop a departmental strategy to work with constituent groups to improve participation by women and minorities in apprenticeship programs by December 31, 1984.
4. Work to maintain constructive relations and monitor departmental communication with members of the Legislature and key constituent groups.
5. Ensure that legislative intent is followed in adopting standards for farms under the Employee Right to Know Law, maintain constructive relations with affected constituencies, and complete the standards adoption process by April 1, 1985.
6. Develop a plan for communicating with managers regarding legislative developments which may affect them by November 1, 1984.
7. Work with the Labor Standards Advisory Task Force to complete a review of pertinent statutes and rules and recommend revisions to improve delivery of service by February 1, 1985.



Joan Volz  
Chief Counsel

Objectives

1. Oversee the Department's involvement in litigation to effect the orderly development of case law consistent with legislative intent.
  - A. Review all cases appealed to the Supreme Court from the Workers' Compensation Court of Appeals within two weeks of receiving the cases.
  - B. Coordinate litigation to achieve department policy positions and effective representation.
2. Coordinate the identification of priorities for legislation and the drafting of 1984 legislative proposals by March 15, 1984.
  - A. Final draft to revisor by March 1, 1984.
  - B. Draft during session with maximum three day turnaround.
3. Assist department managers in anticipating problems which may result in litigation.
4. Have the independent contractor rules in place by December 31, 1984.

John Mirocha  
Manager, Organization Development

Objectives

1. Assure that all second tier supervisors have a one year work plan which is grounded in the Labor and Industry mission and long-term goals with six to eight specific, one year work objectives by May 1, 1985.
2. Develop an interim plan for an agency-wide training and development process geared to all employees, so that all employees increase their productivity and effectiveness by December 31, 1984.
3. Begin to implement the agency-wide training and development process by initiating the following training and development activities:
  - A. Management Development and Team Building by July 16, 1984.
  - B. Human Relations by December 31, 1984.
  - C. Listening and assertiveness by January 1, 1985.
4. Meet with each Assistant Commissioner, manager and supervisor at least twice and coach them in how to use the strategic planning process as a management tool and work planning device paying special attention to setting objectives and to performance review.
  - A. Assistant Commissioners first meeting by May 15, 1984.
  - B. Managers first meeting by May 15, 1984.
  - C. Supervisors first meeting by September 21, 1984.

Complete all meetings by November 1, 1984.

5. Design, develop and implement a management and organizational development process which will focus on three to four key areas of planning and management. The process and its content should encourage consistency across divisions and interdependence between divisions while allowing for the maximum amount of autonomy and individuality of management style.
  - A. Present proposal to the Commissioner for comment, by August 1, 1984.
  - B. Present to managers for feedback by August 15, 1984.
  - C. Pilot the process with three divisions/units by December 15, 1984.
6. Create a Labor and Industry Strategic Planning and Management manual which outlines steps in the process, key terminology, examples, and how the process applies to the basic functions of management and work such as planning, building an innovative work climate and measuring performance by January 1, 1985.
7. Design, develop and implement a system where objectives are used for performance appraisals of all managers and supervisors by June 1, 1985.
8. Convene on task force to review agency-wide managerial guidelines regarding decision-making, develop a written policy on this topic and present it to the Commissioner for feedback by February 1, 1985.

## LABOR LAW REGULATION AND ENFORCEMENT

Charles Curren  
Assistant Commissioner

### Objectives

1. Obtain two training positions from the U. S. Department of Labor for the Labor Standards Division by October 1, 1984.
2. Complete Biennial Budget narratives and change level request by September 14, 1984.
3. Review and revise basic High Pressure Piping Rules by June 30, 1985.
4. Publish notice of intent to amend High Pressure Piping Rules to reflect fee charges by October 15, 1984.
5. Complete the reorganization of the Code Enforcement Unit by March 31, 1985.
6. Develop and implement a quality control system to monitor program activities and identify problems related to the delivery of service to clientele.
  - A. Present proposal to the Commissioner by March 31, 1985.
  - B. Implement within ninety days after approval.
7. Develop, implement and maintain systems and methods of establishing priority and tracking the status of transactions within each of the Regulation and Enforcement Divisions.
  - A. Present proposal by December 31, 1984.
  - B. Implement ninety days after approval.
8. Review position descriptions for all classifications used by the Enforcement and Regulatory Programs under my jurisdiction by December 31, 1984.

9. Present proposals for implementing the recommendation of the Apprenticeship Task Force by January 15, 1985.

Ivan Russell

Director, Occupational Safety & Health Enforcement Division

#### Objectives

1. Develop and implement processes to obtain a 5% increase in quantity and overall improvement of quality in OSHA inspections by January 1, 1985.
2. Schedule periodic meetings with key stakeholders to promote and maintain constructive relations. A list of scheduled meetings will be published bi-weekly beginning June 30, 1985.
3. Implement and maintain an Integrated Management Information System (IMIS) to monitor program activities and identify problems related to the delivery of service to clientele by December 1, 1984.
4. Develop and present, to the Assistant Commissioner, a division training program proposal that will assist all division personnel to pursue personal improvement, expansion of their knowledge, skills, and abilities, and encourage the building of career bridges. The proposal will be presented by September 30, 1984, and implemented within 90 days after approval.
5. Complete revision of the OSHA Compliance Manual by December 1, 1984.
6. Obtain final approval of the Minnesota OSHA State Plan by January 1, 1985.
7. Provide up to three people from the OSHA and/or Labor and Industry Information Management Services Divisions with the training necessary to operate and utilize the computer equipment and program installed for federal IMIS by October 1, 1985.

Timothy Tierney

Director, OSHA Consultation Division

#### Objectives

1. Complete the initial training of new safety consultants within four months of hiring.
2. Implement the Integrated Information Management System (IMIS) for monitoring the consultation performance and activity, as required by Federal OSHA. The initial reporting cycle is to be completed by April 1, 1985.
3. Increase awareness of our program among private-sector employers in high-hazard small businesses by contacting six employer/trade associations by July 1, 1985 to make presentations or provide information and materials to be used in the promotion of our services among their members.
4. Investigate alternatives for a stand-alone (smart) computer terminal to interface with the OSHA IMIS computer system and provide word processing, database management, spreadsheet, and graphics computing capabilities to this Division. Recommendation(s) on a course of action will be made within 120 days of receiving specifics on the IMIS computer to be provided to Minnesota OSHA by Federal OSHA.

5. Develop professional and technical competence of consultation staff through formal and informal training. Formal training required under our regulations will be scheduled with the OSHA Training Institute by July 1, 1985. A training and development plan for consultants for Federal FY 86 will be submitted to the OSHA Regional Office by September 30, 1985 as required by the 1908 regulations and our Federal funding agreement. Additional staff training needs will be evaluated and a plan developed by November 1, 1985.

Robert Wickland  
Director, Division of Voluntary Apprenticeship

#### Objectives

1. Research and present a feasibility report on creating additional apprenticeship training programs with agencies of the State of Minnesota by December 31, 1984.
2. Develop new educational materials to be used in the promotion of apprenticeship programs and recruitment of apprentices by March 1985.
  - A. Create an informational pamphlet to be used with our existing apprenticeship booklet by December 31, 1984.
  - B. Locate and/or develop films and slides to enhance our presentations and improve communications with potential employers or apprentices by June 30, 1985.
3. Research and present a feasibility report on the possibility of sponsoring an annual statewide apprenticeship conference with participants from business, labor, high school counselors and the general public by November 30, 1984.
4. Research and present written recommendations for the use of J.T.P.A. money to fund registered apprentice training programs by August 31, 1984.
5. Assist departmental task force on women and minority involvement in apprenticeship to complete study by December 31, 1984.

Paul Blossfield  
Acting Administrator, Code Enforcement Division

#### Objectives

1. Complete the merger of Boiler, Pressure Vessels and Steamfitting Inspection functions by October 1, 1984.
2. Develop and implement a quality control system to monitor issuance of exemption certificates for insured boilers and pressure vessels by August 1, 1984.
3. Complete a new reporting and certification system for objects inspected by State Inspectors. System was started April 1, 1984, to be completed on a monthly basis as inspections are made and conversion to be completed by April 1, 1985.
4. Develop and present proposals for a more efficient and effective means of handling the workload and general clerical procedures relating to office administration by October 1, 1984.
5. Develop and implement an ongoing education program for inspectors involving the Minnesota laws, American Society of Mechanical Engineers Boiler and Pressure Vessel Codes, National Board of Boiler and Pressure Vessel Inspectors' requirements, and other related standards, by October 1, 1984.

Kurt Pinke  
Director, Labor Standards

Objectives

1. Reduce backlog of complaints received prior to January 1984 by 25% by December 1984 by:
  - A. Sending voluntary compliance letter on complaints received after June 1983. Resolve 10% through wage claim approach.
  - B. Completing computations on an audit within 90 days of assignments. Revise assignment process to assign cases as request for records rather than after records are received.
  - C. Temporarily discontinuing wage claim service between June 30, 1984 - December 31, 1984.
  - D. Adding two investigators to staff.
2. Increase productivity (i.e., number of complaints processed) by 25% by June 1985 by:
  - A. Screening for valid complaints within 10 days of receipt by office.
  - B. All complaints either resolved or set up for audit within 30 days after sending voluntary compliance letter.
  - C. Completing computations within 90 days of assignment. Revise assignment process as above. Eliminate monthly pre-inspection assignment which reduce time available for audits.
  - D. Requiring that records be received within 30 days (15 days given in letter plus up to 15 days extension).
  - E. Adding two investigators to staff.
3. Increase our outreach efforts and improve communications by:
  - A. Create a mailing list of at least 100 Chambers of Commerce, high schools, labor organizations, and professional organizations and to routinely send posters, changes in statutes, and other pertinent notices by December 31, 1984.
  - B. Contact ten major newspapers across the state to take advantage of press releases to publish changes in statutes, precedent setting cases, etc. by September 1, 1984.

Donald Jackman  
Director, Prevailing Wage Division

Objectives

1. Design a mail survey process with timelines by September 15, 1984 to survey one third of the state every four months starting October 1, 1984.
2. Complete the final steps in reprogramming the computer by December 31, 1984.
3. Streamline the procedures for investigating wage violation complaints by October 1, 1984.
4. Issue wage certifications for both Highway and Heavy and Commerical construction for the Northern zone on February 1, 1985, Central zone on June 1, 1985 and Southern zone on October 1, 1985.
5. Issue new certifications for the Northern zone on August 1, 1984, Central zone on December 1, 1984 and Southern zone on April 1, 1985.
6. Develop a Prevailing Wage informational pamphlet for distribution to the general public by August 1, 1984.

7. Devise a procedural manual by December, 1985.
8. Revise the existing labor codes to more closely match the current industry titles by December, 1985.
9. Monitor survey information received from county officials for the purpose of revising the rules and eliminating this step in the survey process by December, 1985.
10. Encourage more participation by employer associations and unions in the survey process and decrease the number of complaints concerning certifications.
11. Increase the wage data base information by 10% per year the next three years.
12. Increase the number of wage certifications by 10% per year for the next three years.

### ADMINISTRATIVE OPERATIONS

David Renz  
Assistant Commissioner

#### Objectives

1. Redesign and work with DOER to implement a new classification structure for professionals and supervisory personnel in Rehabilitation by October 30, 1984.
2. Coordinate the administrative development and implementation of a successful system for monitoring and reporting on workers' compensation medical and rehabilitation costs and data by February 1, 1985.
3. Work with agency employees and their union representatives to be responsive to needs and problems and to consult in areas affecting employee and union issues so that a positive and constructive labor relations climate is maintained.
4. Develop and implement a performance management process by which to communicate with agency managers and supervisors regarding accountability for high standards of performance and for the effective implementation of agency goals, strategies and policies:
  - A. Overall process designed by October 15, 1984.
  - B. Overall process and all actions to implement it with each manager will be in place by December 15, 1984.
  - C. First quarterly feedback (informal appraisals) to be conducted by March 30, 1985; subsequent quarterly feedback sessions to be held regularly after that date.
  - D. Performance management process used to assist in next round of goal and objective setting by June 30, 1985.
  - E. Review and refine the process to ensure its effectiveness and appropriateness by June 30, 1985.
5. Implement an organizational analysis of workflow and records management and redevelop as necessary:
  - A. Complete data collection by May 30, 1984.
  - B. Complete analysis and review by August 30, 1984.
  - C. Design changes and report findings by October 30, 1984.
  - D. Review and refine process by December 30, 1984.

6. Produce an agency Biennial Budget (85-87) which reflects agency goals and priorities as described in the strategic plan and the resources necessary to achieve them by September 20, 1984.
7. Refine the management information reporting process (reporting financial and personnel information to unit managers) to produce regular monthly reports on a consistent and accurate basis. Reports are to be issued to each manager/section supervisor, and the Commissioner's Staff, on a monthly basis. To be in effect by September 30, 1984.
8. Cocrdinate the development and implementation of a system to support managers in their efforts to improve agency performance and the performance of their personnel, including improvements in communications, organization design, management skills and knowledge, and the use of new equipment and technologies.
  - A. Identify issues/problems/needs by May 30, 1984.
  - B. Preliminary design of system components by July 30, 1984.
  - C. Put initial components and activities in place by September 30, 1984.
  - D. Evaluate initial efforts and redesign new plans by December 30, 1984.
9. To manage the implementation of the agency-wide affirmative action program in all phases of personnel administration, with particular emphasis on meeting state-assigned hiring goals for supervisory and managerial positions and providing promotional and training opportunities constitent with achieving these goals for representation in the agency workforce:

<u>Unit</u>	<u>MINORITY</u>	<u>FEMALE</u>	<u>VIET VET</u>	<u>HANDICAPPED</u>
Office/Clerical	8%	None	*	*
Technical	8%	45%	*	*
Professional	8%	25%	*	*
Supervisory	8%	45%	*	*
Managerial	8%	25%	*	*
Agency Overall	8%	50%	9%	8.2%

These goals are to be achieved by June 30, 1984.

\*These goals set at agency level only.

Anina Bearrood  
Director, Accounting Section

Objectives

1. Prepare a departmental biennial budget by September 28, 1984 which will reflect priorities and goals established by the agency and each manager by requesting sufficient funding to accomplish these goals.
  - A. Further refine narratives which have been submitted.
  - B. Complete account structure, fee review, reconciliation report, and review of all figures in BBS and all change requests to incorporate the latest information and instructions received.
  - C. Meet with managers to discuss their final budget submissions.
2. Monitor and refine the system for reporting current financial information to each manager at least monthly on an on-going basis, effective September 30, 1984.
  - A. Distribute monthly division and List 6 reports to managers and Commissioner's Staff.
  - B. Call attention to items which indicate potential problems.
  - C. Make all budget changes as requested by managers.
3. Continue to develop internal methods which will insure compliance with State and Federal accounting guidelines as suggested by the last audit and improve current procedures to make financial reporting more accurate and timely through routine SWA reports by October 31, 1984.
  - A. Set up new system for reporting salary costs on an actual rather than estimated basis for the BLS grant.
  - B. Install Federal reporting structure for BLS grant as is presently in use for OSHA grants.
  - C. Further refine some aspects of the OSHA grant reporting system.
  - D. Institute further refinements to the Federal cash flow system.
  - F. Prepare a plan to work with the staff in the State Claims and Special Fund areas to tighten up their financial practices as well as develop systems to reduce the error rate during F.Y. 85.
4. Hire Intermediate Accounting Officer by November 1, 1984.
  - A. Train new employee in our particular internal paper-flow systems.
  - B. Explain department and accounting section philosophies and policies.
  - C. Discuss internal audit practices presently in place and the possibility of setting up additional systems.
5. Cross-train staff for back-up support in all functions by February, 1985.
  - A. See that all members of the accounting section know that detail involved in the routine functions which are required daily.
  - B. Make sure that at least two members of the staff are able to perform and answer questions on monthly functions such as workers' compensation billings and federal reports.
6. Work with the Special Fund Director and his staff to complete financial statements for the Special Compensation Fund for incorporation into the State of Minnesota financial statements by September 30, 1984.
7. Complete statements required for the State single audit as required by October 31, 1984.



8. Establish unit-wide goals for the input and processing of expense accounts, vendor invoices, and State Claims and Special Fund batches by December 31, 1984.
  - A. Determine any legal deadlines set up by union bargaining agreements, or by the Department of Administration, Department of Finance, or Department of Employee Relations policies.
  - B. Determine priorities consistent with the above limitation.
  - C. Move work assignments among the staff if it is determined that that is the only way to meet the time frames established.

James Collins  
Personnel Director, Human Resources

### Objectives

1. Implement all legislatively mandated position creation, classification, recruitment and hiring activities required of Human Resources within the timelines required by the legislation and to perform these actions with a 100% accuracy and thoroughness by October 1, 1984.
2. Work with agency employees and their union representative to be responsive to concerns, needs, and problems, and to consult in areas requiring information on contracts, laws, policies or procedures so that a positive and constructive labor relations climate is maintained.
3. Develop and implement a comprehensive analysis and refinement of workflow and records management process within the Human Resources Unit and its interactions with other key units (e.g., Accounting Section, DOER, etc.) by December 30, 1984:
  - A. Analysis complete by September 30, 1984.
  - B. Refinement plan proposed by October 30, 1984.
  - C. Approved measures of development plan implemented by December 30, 1984.
4. Redevelop and implement an ongoing Human Resources information reporting process by which managers of divisions receive current and accurate information on the status of their units personnel matters. These bi-weekly reports will be issued regularly by August 30, 1984.
5. Manage the implementation of the agency-wide affirmative action program in all phases of personnel administration with particular emphasis on meeting state-assigned hiring goals for supervisory and managerial positions and providing promotional and training opportunities consistent with achieving these goals for representation in the agency workforce by June 30, 1985.
6. Design and coordinate mini workshops to cover Employee Performance Appraisal System for Supervisors; Contract orientation Session for managers and supervisors, and Sexual Harassment training for all employees:
  - A. Harassment Training by September 30, 1984.
  - B. Contracts Training by October 1, 1984.
  - C. Appraisal Training by October 30, 1984.
  - D. Employee Assistance Training by August 20, 1984.
7. Provide insurance information to all employees during "open enrollment" by September 30, 1984, using displays, seminars, and interpersonal meetings.

Ron Cyr  
Property Management Officer, Central Services

Objectives

1. Develop and implement a system to provide update information and assistance to division managers on their procurement of equipment, supplies, and mailing and printing services by December 30, 1984.
2. Develop and implement a system by which to maintain an accurate (100%) inventory of fixed assets owned by Labor and Industry, and verify by physical inspection the asset locations, by December 30, 1984.
3. Produce seminar and a manual on central services operations which fully explains its services, and the procedures and timelines necessary to obtain the services and materials so that this manual is complete and available to disseminate to agency users by October 30, 1984.
4. Develop and implement inventory management and ongoing reporting and monitoring systems to account for consumable inventories and photocopying production by actual count and dollar value by November 30, 1984.
5. Assist Human Resources in redeveloping complete and accurate position descriptions for the Central Services personnel, and initiate necessary classification activity so accurate position descriptions and classifications are implemented by January 30, 1985.
6. Develop a plan and process for monitoring quality and quantity in productivity and performance of Central Services operations and a mechanism for regular review and reporting by November 30, 1984.

Art Gasche  
Director, Information Management Services

Objectives

1. Assist in the development and implementation of a data processing system using existing hardware and available software to effectively support the medical monitoring function of the Medical Services Review Board so that a functioning system is in place and operating by February 1, 1985.
2. Design and prepare an education program which teaches agency employees to effectively use the Sperry 1100/61 and Mapper Software to meet the basic EDP needs of the agency and have ready to present:
  - A. Needs analysis by October 31, 1984
  - B. Initial programs by December 30, 1984
3. Develop a production control and quality control system, measuring rates for each activity, unit production time, error rates and efficiency of staff: quarterly review and refinement for effectiveness by January 30, 1985.
4. Develop marketing brochures and user guides explaining the services provided and capabilities of IMS in support of other divisions within the agency by November 1, 1984.

5. Develop a plan for effectively providing EDP support to all agency divisions requiring such support including the priority rating needs and issues and the available resources to meet those needs:
  - A. Design and implement an end user needs analysis within Labor and Industry to be completed by October 30, 1984.
  - B. Prepare a plan to allocate resources and most effectively meet these needs and issues and complete by November 30, 1984.
  - C. Begin to implement plan as adapted by agency managers and Commissioner as soon as agreed upon.
6. Develop an agency-wide computer and data security evaluation and enhancement plan by January 30, 1985 and implement initial elements of plan by March 30, 1985.

Marilynn Taylor  
 Director, Research and Education

#### Objectives

1. Develop and implement seminars to educate key constituents about the workers' compensation system-ongoing.
  - A. 500 insurers, two update sessions
  - B. 600 employers, five update sessions; plus 1,500 at presentations to trade/civic groups
  - C. 40% health-care providers
  - D. 45% union members
2. Develop and produce brochures and manuals in the workers' compensation system:
  - A. Administrative conference brochure by December 1, 1984.
  - B. Manual for physicians by May 1.
3. Assist in the development of a state-agency wellness/back program by August 1985.
4. Develop and implement a divisional research plan which acts on the informational needs of workers' compensation program officials, including:
  - A. Hire a research professional by October 30, 1984.
  - B. Work with Rehab and Medical Services staff to develop the medical monitoring data which are useful to agency research activities.
  - C. Participate in small business cost study.
  - D. Research into impacts of new Workers' Compensation Law in areas such as NOIDS, Administrative Conferences activities and outcomes, and division's own educational programs.

Plan will be designed, with specific information on activities to be implemented, by November 30, 1984.

5. Design and produce an agency Biennial Report which is available for dissemination to Governor and Legislature by November 15, 1984.

## WORKERS' COMPENSATION

Jay Benanav  
Deputy Commissioner

### Objectives

1. Reduce the number of petitions certified to the Office of Administrative Hearings by 20% by December 31, 1984.
2. Develop internal timelines and schedules so that each unit and person in that unit has a clearer idea of the time within which their tasks are to be completed by December 31, 1984.
3. Develop and maintain more effective division-wide docketing and recordkeeping systems to assure that statutory and internal requirements are met by December 31, 1984.
4. Identify and recommend ways by which each unit can reduce unnecessary costs and "red tape" encountered by employees and employers by December 31, 1984.
5. Develop ways to increase the delegation of authority and work to supervisors, professional technical, and clerical employees by December 31, 1984.
6. Develop and maintain a state claims system that will be a "state of the art" insurance program which will provide prompt service to workers, institute effective return to work programs and increase communications between state agencies and the Department of Labor and Industry, by September 30, 1984.
7. Develop a plan to get the special fund out of deficit condition by January 1, 1987. The plan shall include recommendations for improved accounting procedures, control outflow of funds and moderate assessment levels by December 31, 1984.
8. Assist the Commissioner to promulgate rules necessary to implement new Workers' Compensation Law by December 31, 1984.
9. Develop system to assure prompt and equitable assessment of penalties for violations of law by October 1, 1984.

Arthur Anderson  
Chief Compensation Judge, Docket and Settlement Section

### Objectives

1. Increase the number of cases settled per month by 50% by December 31, 1984, as compared to the 1983 rate.
2. Expand review of files and established a screening system to decrease by 20% the number of files initially certified to the Office of Administrative Hearings by December 31, 1984.
3. Settle or otherwise dispose of 50% of cases appealed to the Rehabilitation Review Panel between January 1, 1984 and May 1, 1984, by November 1, 1984.
4. Established a system to schedule four settlement conferences a day for four days per week for each Judge available, or a total of 64 conferences per week by October 10, 1984.

Charlotte Neigh  
Director, Mediation Services

Objectives

1. Conciliate or hold a mediation conference in 50% of the cases deemed appropriate for mediation after screening.
2. Reach agreement in 90% of all cases when a mediation conference is held.
3. Respond to letters within five days of receipt and respond to telephone calls within 24 hours.
4. Develop a system for assessing performance and determining standards which may need to be met by Mediation Services by April 1, 1985.
5. Conciliate or mediate:
  - A. 30 cases per month by January 1985.
  - B. 55 cases per month July 1985.
  - C. 80 cases per month by January 1986.

Mary Jo Glumack  
Director, Rehabilitation and Medical Services

Objectives

1. Hold Administrative Conferences (.242) with statutorily defined limits.
2. Hold Rehabilitation Conferences within 45 days and Medical Conferences with 60 days of request within 6 months by January 1, 1985.
3. Reach a 70% settlement rate on Rehabilitation Conferences and 50% settlement percentage on Discontinuance Conferences (.242) by January 1, 1985.
4. Ensure that in 80% of the cases when rehabilitation is provided the employee returns to work.
5. Develop an ongoing education program for rehabilitation specialists that provides the equivalent of 15 hours required for continuing education of QRC's by January 1, 1985.

Bona Faye Venburg  
Manager, Records and Compliance

Objectives

1. Develop procedures to provide prompt assistance to all telephone, correspondence or in-person inquiries.
  - A. Immediate response to in-person or telephone inquiries and/or advise the person as to time necessary for any follow-up work.

1. Respond to 75 % of inquiries within one day by December 31, 1984.
  2. Respond to 100% within one week by March 30, 1985.
- B. Respond to 75% of correspondence within seven days or advise the person of the reason for the delay by January 30, 1985.
- C. Educational needs identified and to be re-evaluated on a monthly basis.
- D. Outline of procedures manual and working charts or lists in place by October 1, 1984.
1. In manual form by January 1, 1985.
2. Establish and implement a procedure and schedule to review all files.
    - A. All entry level specialists positions filled by October 15, 1984.
      1. Basic training for specialists hired in August, 1984, completed by January, 1985, and given their own workload assignment.
      - B. Basic training for specialists hired in October, 1984, complete by March, 1985, and given their own workload assignments.
  3. Develop and implement penalty procedures and any necessary forms when the Rules of Practice become effective.
  4. Develop procedures, including time guidelines and flow charts to establish efficient and prompt processing of mail by November 1, 1984.
    - A. Documents stored in boxes in the basement during January through April, 1981 to be matched with files by April, 1985.
  5. Develop any new forms or revise any existing forms used in connection with Records and Compliance by November 1, 1984.
  6. Develop and implement ongoing educational program for compensation specialists by November 1, 1984.
    - A. Visits to insurance companies and/or self-insured employers by November 30, 1984.
    - B. Include outside educational sources, i.e. medical terminology, State of Minnesota courses by January 1, 1985.
  7. Final report of the inter-divisional task force reviewing flow of files by November 1, 1984.

Denise Fleury  
 Director, State Employee Claims Fund

#### Objectives

1. Implement the Disability Management Team by September 21, 1984.
2. Develop a plan for assisting state agencies for getting their costs under control by September 30, 1984.

3. Hire consultant with special expertise in problem case work to begin to resolve them by October 1, 1984.
4. Identify a pilot project to demonstrate modern techniques and determine processes to control costs and figure out what it will take for state agencies to implement them by October 15, 1984.
5. Make 95% payments within statutorily defined dates.
6. Develop a system to manage files for prompt reimbursement from Second Injury Fund by January 1, 1985.
7. Develop procedures to provide prompt assistance to all telephone, correspondents or in-person inquiries.
  - A. Immediate response to in-person or telephone inquiries and/or advise the person as to the time necessary for any follow-up work.
  - B. Respond made to correspondents within ten (10) days by February 1, 1985, and/or advise the person for the delay.
  - C. Procedures manual and working charts or lists developed and implemented by December 1, 1984.
8. Eliminate 90% overpayments by April 1, 1985.

B. James Berg  
 Director, Special Compensation Fund

### Objectives

1. To continue the development of a claims processing team approach for uninsured, self-insured, bankruptcy, direct payment, and temporary order claims so that liability is determined administratively and litigation is pursued only when disputes as to legal interpretation arise or are initiated by legal action where no administrative contact with Fund personnel has been made. Fifty percent of all claims will be processed administratively by March 31, 1985 and 75% by August 30, 1985. This does not include litigation initiated by the Fund to obtain contribution or to seek reimbursement of moneys paid out by uninsured employers.
2. To implement the joint computerized insurance verification system with the Minnesota Workers' Compensation Insurer's Association to the 90% effective level by November 30, 1984 and 100% effective level by February 28, 1985.
3. To process supplementary benefit reimbursement claims within 270 days' receipt by December 31, 1984, 180 days' receipt by December 31, 1985, and 90 days' receipt by December 31, 1986. To process second injury claims within 300 days of receipt by April 30, 1985, 240 days' receipt by December 31, 1985, and 180 days' receipt by December 31, 1986. Processing includes payment, denial or requesting of additional materials within the time line set above.
4. To complete implementation of the computerization of second injury registration applications including design and implementation of new procedures and a review of the standards for registration by November 30, 1985.

5. To review the need for Special Compensation Fund Assessment and supplementary benefit and Second Injury Reimbursement Claim off-setting and to design and implement any necessary procedures by December 31, 1984.
6. To update procedures for follow-up of employers who have been notified of cancellation of workers' compensation insurance and have failed to respond to the notice and no new policy has been issued. To review and improve the procedures for notifying individuals and companies who may require workers' compensation insurance, but where no records exist of any coverage, of the possible need for the coverage and the penalties for failure to carry proper coverage. These are to be completed by August 30, 1985.
7. To strengthen procedures for collection from uninsured employers where the Special Compensation Fund has had to pay in lieu of the uninsured employer. Specific examples include: seeking a court judgment against the employer within 60 days of payment by the Fund by December 31, 1984; investigation before and after payment to determine if the employer is available and whether any assets exist by September 30, 1984; and to continue the goal of trying to help businesses maintain a viable status, by assisting in development of pay-back arrangements by December 31, 1984.