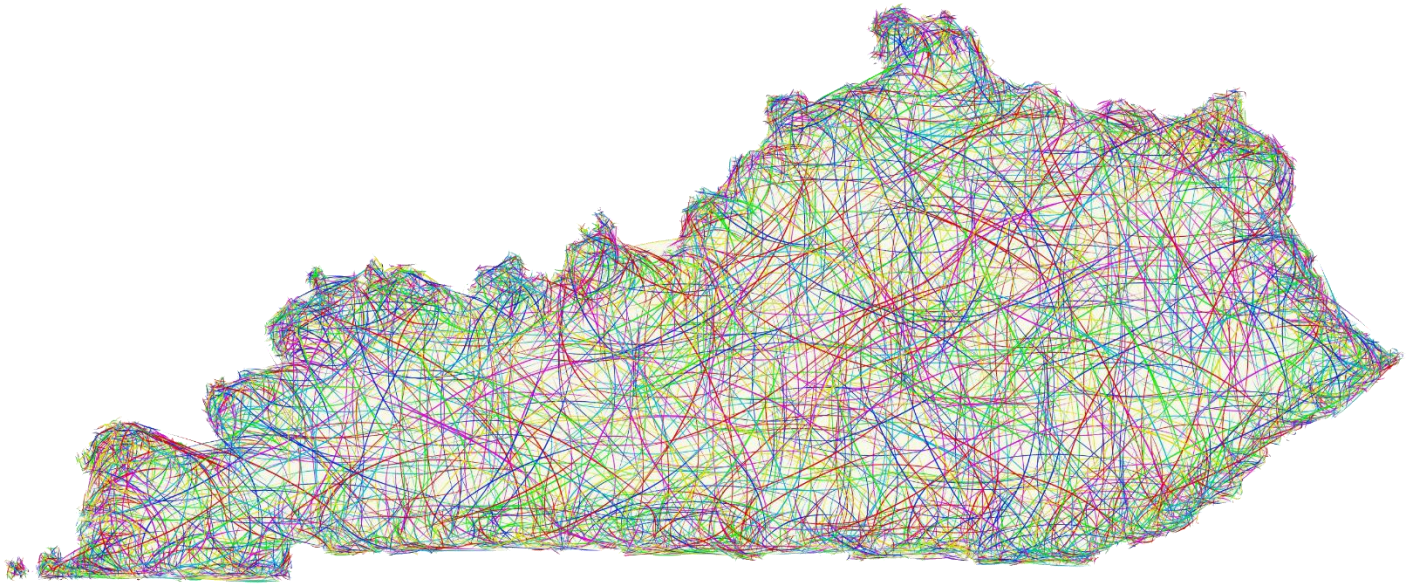


Commonwealth of Kentucky Labor Cabinet



Strategic Plan 2020-2024



GENERAL INFORMATION

Cabinet Number and Name:	56 – Labor Cabinet
Department Numbers and Names:	106 – Department of Workplace Standards
	107 – Department of Workers’ Claims
Office/Unit Number and Name:	102 – Office of the Secretary

Agency Strategic Plan Origination Date: November 1, 2019

Mission

The Kentucky Labor Cabinet commits to advance the employee/employer relationship by protecting the worker, fostering employer success, and compensating the injured.

Values

Accountability

We are impartial, responsive, resilient, and transparent.

Problem-Solving

We resolve issues through creative community partnerships and internal teamwork.

Character

We demonstrate and demand integrity, professionalism, and excellence in what we do.

Vision

The Kentucky Labor Cabinet will ensure that Kentucky is the place for all to work, thrive, and succeed. We will accomplish this by:

- » building the safest, healthiest, and most robust workforce;
- » educating every employer in safety and skills;
- » forging strong, lasting partnerships between government, employers, and employees; and
- » ensuring a fair and level playing field for all.

Alignment with the Governor's Strategic Themes/Goals

Strengthening Kentucky's Financial Foundation

This Strategic Plan promotes the Governor's goal of strengthening Kentucky's financial foundation through three (3) main initiatives:

- » reducing costs for the Labor Cabinet overall by moving toward a "paperless" agency by 2024;
- » reducing costs within the Department of Workers' Claims (DWC) by consolidating hearing sites for a more "regional" or "district" approach; and
- » assessing the Labor Cabinet's funding streams and working with its federal partners and the General Assembly to ensure the Labor Cabinet's fiscal certainty through 2029 and beyond.

Alignment with the Governor's Strategic Themes/Goals

Growing Kentucky's Economy

Although the primary function of the Labor Cabinet is to enforce Kentucky law in the areas of occupational safety and health, wages and hours, and workers' compensation, this Strategic Plan aligns with the Governor's goal of growing Kentucky's economy by:

- » ensuring a level playing field for all employers;
- » reducing costs to employers through improved education and training efforts in occupational safety and health; and
- » protecting the workers who form the backbone of the state's economy.

Creating a Healthier Kentucky

As part of its statutory duties, the Labor Cabinet regulates occupational safety and health standards and provides for a system of adjudicating workers' compensation claims. This Strategic Plan promotes the Governor's goal of creating a healthier Kentucky by reducing the total time needed to complete occupational safety and health investigations from the current 120-day deadline to an 80-day deadline by 2024. Additionally, and among other efforts, this Strategic Plan sets forth improved benchmarks for the Labor Cabinet's occupational safety and health education and training program by increasing the number of per-month consultation visits performed by program employees by 2024.

Alignment with the Governor's Strategic Themes/Goals

Protecting and Strengthening Our Communities

Many of the core functions of the Labor Cabinet focus on protecting workers and providing a system through which workers and employers can receive a fair adjudication of work-related injury claims. This Strategic Plan promotes the Governor's goal of protecting and strengthening Kentucky communities through three (3) initiatives, in addition to those initiatives identified elsewhere:

- » developing a quality-improvement program to train occupational safety and health program supervisors;
- » engaging in greater data analysis of high-fatality industries to better train and prepare high-risk employers; and
- » encouraging greater collaboration between the Labor Cabinet's data-collection programs (e.g., proof of coverage programs) and the Department of Workers' Claims' Division of Security and Compliance, which ensures proper workers' compensation coverage by employers across Kentucky.

Alignment with the Governor's Strategic Themes/Goals

Investing in Education and Workforce

This Strategic Plan parallels the Governor's goal of investing in education and workforce within the private sector through increased investments in training for Labor Cabinet employees, particularly those employees in the occupational safety and health program.

Specifically, this Strategic Plan calls for implementing 21st Century technologies (e.g., updated case-management tools and use of drones for aerial inspection) to better improve occupational safety and health inspections and establishing a partnership with Murray State University by 2020 to develop more effective training and education programs for Labor Cabinet employees and employers who are subject to occupational safety and health standards.

Additionally, this Strategic Plan provides for improvements to the Labor Cabinet's occupational safety and health education and training programs, including mandatory Population Center training and increasing the overall number of consultations with private employers.

Alignment with the Governor's Strategic Themes/Goals

Serving Those Who Serve Us

As the state agency charged with mediating the employer / employee relationship across the Commonwealth, the Labor Cabinet strives to provide the best possible services to the public. But that goal cannot be realized without support for those who work every day to serve the citizens of this state.

This Strategic Plan promotes the Governor's goal of supporting our public servants through:

- » consolidating and improving workers' compensation hearing sites, thereby providing Labor Cabinet employees with secure, modern facilities to perform their duties;
- » establishing a process of evaluating and, if possible, increasing employee salaries; and
- » exploring work-life balance opportunities for state employees and making recommendations for a program that focuses on a work-life balance by 2024.

Alignment with the Agency's Budget Request & 6-year Capital Plan

The Labor Cabinet has re-focused its policy priorities away from apprenticeship and more toward the regulation of the employer-employee relationship.

This Strategic Plan aligns with the Labor Cabinet's proposed budget priority of allotting more General Fund dollars toward the Division of Wages and Hours by placing a renewed emphasis on reducing initial response times and the overall wage-and-hour investigation backlog by 2024.

Additionally, this Strategic Plan contemplates a periodic review of employee salaries to align with an Executive Branch-wide effort to make state government more attractive for job applicants and to retain subject-matter experts, the funding for which is contemplated in the Labor Cabinet's budget request.

This Strategic Plan also aligns with the Labor Cabinet's 6-year Capital Plan by emphasizing improved customer experience through the workers' compensation system, particularly improved access, security, and appearance of hearing sites, to coincide with the 6-year Capital Plan's efforts to maintain the Department of Workers' Claims' online litigation management system.

SWOT Analysis

A SWOT Analysis is a way to examine the current environment and identify Strengths, Weaknesses, Opportunities, and Threats to the organization.

Strengths

Things the Labor Cabinet does well and the specific organizational characteristics, attributes, and resources that help us achieve our mission.

» Leadership

Strong Cabinet leaders, commissioners, and administrative staff who have high expectations, lead by example, and are determined to succeed.

» Commitment

Responsive and committed to serving workers, stakeholders, and collaborators; hold ourselves and others accountable to all rules and regulations.

» Quality

The Labor Cabinet provides quality adjudication, training, and education with defined procedures and competent, impartial employees.

SWOT Analysis

Weaknesses

Things the Labor Cabinet does not do well and/or the internal organizational characteristics and attributes that limit its ability to pursue its mission.

» Budget

Lack of competitive salaries due to budget constraints.

» Personnel

Longtime lack of employee engagement and recognition. Limited opportunity for internal advancement makes it difficult to keep skilled employees. Historic lack of clear direction and focus leads to challenges.

» Quality

Needs improved internal and external communication, use of technology, and statistical analysis.

SWOT Analysis

Opportunities

Possible situations, conditions, resources, and people that the Labor Cabinet can capitalize on to achieve goals or objectives.

» Communication

Engage more with the General Assembly before comprehensive legislative overhaul. Utilizing modern technologies to share information with the public.

» Budget

Secure a solid funding source, grant funding, monies to raise staff salaries, and improve programmatic outputs.

» Personnel

Invest in team building, job-related training, professional certifications, professional networking, and connecting to talent pipelines.

» Improvements

Work to improve technology (internally and at Department of Workers' Claims hearing sites); foster stronger relationships with other state agencies; solicit feedback from employees and employers.

SWOT Analysis

Threats

Possible situations or conditions outside the Labor Cabinet that may occur and that may have a negative impact on the performance of the Labor Cabinet.

» Budget

Decreased General Fund and restricted fund allotments to hire and retain necessary personnel; removal of OSH funds; budget issues within Division of Wages and Hours to hire and retain necessary personnel.

» External Administration

Red tape; legislative changes without Labor Cabinet input; overt political influence; change in administration leadership; lack of control over core administrative functions.

» Training

OTI shift/addition in training standards.

» Personnel

Employees not fully supporting the mission and goals of the Labor Cabinet; burnout; public backlash.

Goals & Objectives

Goal 1: Improve consumer perception and experience.

- » 1.1: Increase efficiency of response and enforcement (timeline)
- » 1.2: Improve investigation/citation process (quality)
- » 1.3: Improve hearing sites to convey the proper level of professionalism
- » 1.4: Revise and modernize regulations
- » 1.5: Increase and improve training and development
- » 1.6: Create and execute plan to reduce use of paper documentation and move towards a paperless/ electronic operation
- » 1.7: Improve brand quality and recognition

Goals & Objectives

Goal 2: Improve internal employee perception and experience.

- » 2.1: Actively engage in an Executive Branch-wide conversation to redress compensation issues
- » 2.2: Create and execute employee recognition program
- » 2.3: Formalize succession plans for all divisions
- » 2.4: Establish and execute new recruiting plan
- » 2.5: Create and execute new retention plan

Goals & Objectives

Goal 3: Improve fiscal certainty and independence.

- » 3.1: Develop secure funding source in anticipation of 2029 termination of Special Fund assessments
- » 3.2: Achieve budget certainty for Division of Wages and Hours
- » 3.3: Create and execute lobbying plan to allow Labor Cabinet to partially fund its operations through its enforcement mechanisms

Goals & Objectives

Goal 4: Strengthen Labor Cabinet advocacy.

- » 4.1: Work to fill Administrative Law Judge slots with appropriate judges to ensure impartiality and ability
- » 4.2: Create and execute lobbying plan to ensure Labor Cabinet is included in/consulted on all changes to workers' compensation laws

Goals & Objectives

Goal 5: Commit to continuous improvement through ongoing assessment.

- » 5.1: Document assessment processes for each strategic goal
- » 5.2: Create and maintain formative assessment opportunities
- » 5.3: Monitor progress of strategic plan and make appropriate adjustments

Strategic Plan Progress Report on Goals & Objectives Operable in the Last Year

On June 12, 2018, Governor Matt Bevin appointed David A. Dickerson as the Acting Secretary of the Labor Cabinet. Thereafter, on July 17, 2018, Governor Bevin signed Executive Order 2018-586, transferring the Division of Apprenticeship from the Labor Cabinet to the Kentucky Education & Workforce Development Cabinet. As a result, the Labor Cabinet's leadership shifted its policy priorities to:

- » improving the Kentucky occupational safety and health program;
- » revising and enforcing Kentucky's wage-and-hour laws; and
- » maintaining a top-rate system for adjudicating workers' compensation claims.

This Strategic Plan falls more in line with these new priorities and will ensure that the Labor Cabinet provides the best possible services for employers and employees in the years to come.

Attributions

Labor Cabinet Strategic Planning Team

David Dickerson

Cabinet Secretary

Michael Swansburg

Deputy Secretary and General Counsel

Molly Van Over

Executive Secretary

Dwayne Depp

Commissioner, Department of Workplace Standards

Robert Swisher

Commissioner, Department of Workers' Claims

Anya Carnes

Executive Director, Office of Administrative Services

Cassidy Connell

Director, Division of Professional Development and Organizational Management

Mary Elizabeth Robertson

Public Information Officer

University of Louisville Project Team

Robert (Bob) Goldstein, MPH

Vice Provost for Institutional Research, Effectiveness and Analytics

Katie Partin, PhD

Director, Office of Institutional Effectiveness

Dan Bye

Assistant to the Vice Provost

Designer

Katie Partin, PhD

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