



Montana Department of
LABOR & INDUSTRY

Objectives, Goals, Strategies & Measures
2023-2025 Biennium

Objective:	The Department of Labor & Industry's objective to empower Montanans through work and opportunity.			
Program	Goal	Strategies	Who?	Measures
Workforce Services Division				
Job Service Bureau	Provide high-quality customer service for Montana job seekers, providing resources for Montanans in need of a job or job training through the Bureau's 17 Job Service Montana offices located across the state.	<ul style="list-style-type: none"> - Utilize federal American Rescue Plan Act dollars to facilitate the rapid retraining of Montana's workers in upskilling programs, with a goal of 1,500 enrollees by the end of 2023. - In preparation for conversations with other agencies about cost- savings through shared office space expected after the space study complete, complete an inventory of building maintenance and improvement needs in state-owned job service buildings. - Engage in conversations with other state agencies about potential cost-savings and service quality improvements and concerns involved in co-location for local offices during 2024. 	Ryan Van Ballegooyen, Interim Bureau Chief	<ul style="list-style-type: none"> - Enroll 1,500 Montanans in rapid retraining services by end of 2023. - Complete needed assessments or estimates for building maintenance by Dec. 31, 2023. - Completed co-location of facilities with other state agencies.
Business Engagement & Education Bureau	Leverage partnerships with Montana employers and educational institutions to strengthen the state's workforce.	<ul style="list-style-type: none"> - Complete hiring of the engagement strategist team, thus realizing the goal of re-orienting staff towards business services to allow better responsiveness to changing economic needs. Every six months, conduct follow-up strategic planning with the engagement team and relevant stakeholders to ensure staff direction is consistent with expectations from legislative and executive branch leadership. - Expand the opportunities of Registered Apprenticeship to more Montanans by the addition of 1,000 new apprentices in 2023 and 1,200 in 2024. - Expand participation of Montana secondary schools in Jobs for Montana's Graduates, reaching 100 participating programs in 2023 and 125 in 2024. - Leverage the Department's partnership with AccelerateMontana to provide upskilling and rapid retraining services to Montana workers, with 1,000 completions in 2023 and 1,200 in 2024. 	Mike Williams, Interim Bureau Chief	<ul style="list-style-type: none"> - Fully staffed engagement strategy team - Addition of 1,000 new apprentices in 2023 and 1,200 in 2024 - 125 Jobs for Montana's Graduates programs by 2024 - 1,200 workers trained through AccelerateMontana by 2024

Data & Operations Bureau	Support the Workforce Services Division's activities by assessing and analyzing programmatic data to optimize performance and service delivery. The Bureau is also tasked with, in partnership with federal agencies, compiling and disseminating quality, accurate data about the state's economic performance to help stakeholders, policymakers and others assess Montana's economic needs.	<ul style="list-style-type: none"> - Improve budget planning and timely spending by program management staff. - Start the process to replace MWorks, the Division's case management system, with a new, modern system to Improve usability and reporting. - Successfully launch the Job Growth Tax Credit application process and review. 	Barbara Wagner, Interim Bureau Chief	<ul style="list-style-type: none"> - Implementation of a process established to track the spending by the end of June 30, 2023. By Oct. 1, 2023, program staff will have budgets developed for their respective programs. By Dec. 31, 2023, program staff will be reviewing the quarterly spending data from the reports and comparing it with the budget to identify if problems exist, and will provide suggestions for solutions if needed. - Complete scoping for MWorks replacement by July 1, 2023, development of components ready for testing by 12/31/24. - Successful launch of tax credit application, 100% review completion by 3/1 deadline
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Employment Standards Division	Provide high-quality customer service to Montana workers and employers in the areas of occupational and professional licensing, commercial weights and measures, workers' compensation, workplace safety, and wage and hour law enforcement.	<ul style="list-style-type: none"> - Perform all required inspections, investigations, audits within specified timelines as determined by program requirements - Process all requests for registration, certification, and licensure within specified timelines - Increase outreach and educational opportunities for stakeholders - Resolve disputes at the lowest level possible (primarily through effective mediation services) - Enhance digital presence/capabilities for improved customer experience 	Eric Strauss, ESD Administrator	<ul style="list-style-type: none"> - Timeliness of completion of inspections, investigations & audits - Timeliness of processing registration, certification and licensure requests. - Number of outreach and educational opportunity events / participants - Number of disputes escalated from lowest possible level - Launch of expanded digital services and capabilities for customers
Human Rights Bureau	Uphold certain state and federal laws that prohibit unlawful discrimination.	<ul style="list-style-type: none"> - Educate Montanans on their rights and responsibilities under the Montana Human Rights Act, Governmental Code of Fair Practices, and associated federal employment discrimination laws. Increase employer engagement and education opportunities - Reduce recurrence of violations of the discrimination laws enforced by the Human Rights Bureau by Respondents found to have engaged in unlawful discrimination after an informal investigation (through mediation and targeted equitable relief) - Provide timely intake, investigatory, mediation, and educational services 	Marieke Beck, Bureau Chief	<ul style="list-style-type: none"> - Number of employer engagement and educational opportunities - Reduction in recurrence rates - Timeliness of intake, investigatory, and mediation services

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Unemployment Insurance Division	Operate Montana's unemployment tax and benefit system, providing high- quality customer service to employers and claimants, ensuring timely payment of benefits, preventing fraud, and maintaining the long-term solvency of Montana's UI Trust Fund.	<ul style="list-style-type: none"> - Replace MISTICS, the Division's outdated benefits processing system, with MUSE, a modern, integrated system currently under development and scheduled to go live before the end of 2023. - Maintain low claims processing times while improving Montanans' access to the claims processing call center, with a specific objective of making all claims payments within federal standards for timeliness. - Continue to work to identify and eliminate fraudulent UI benefits claims, including the recovery of illegitimate benefits payments made during the 2020 COVID-19 pandemic. 	Paul Martin, UI Division Administrator	<ul style="list-style-type: none"> - Successful launch of new benefits system in 2023. - Claims processing times, timeliness, call center wait times. - Fraud prevented, overpayments recovered.

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Technology Services Division	Support the development and maintenance of the Department's IT systems to ensure usability, reliability and security for DLI employees and customers. The Division's specific goals for the next biennium are to leverage enterprise products and services to streamline and improve IT solutions, protect the information of citizens and the State, and innovate our IT workforce.	<ul style="list-style-type: none"> - Develop a collaborative process for adopting enterprise solutions and facilitate agency in an enterprise-wide Citizens Portal through the digitization of forms and paperwork. - Evaluate opportunities to modernize legacy systems, specifically the implementation of a new UI benefits system and potential modernization of the workforce services case management system. - Evaluate opportunities to create a value-add within existing solutions and partners, including through ServiceNow and Snowflake. - Improve data analysis and transparency by expanding Department utilization of Snowflake - Integrate secure coding practices through maintaining pp to date versions for path upgrades - Provide cross-training for personnel, removing silos and create training plans to ensure continuity of IT services. - Improve opportunities to align with industry standards through the creation of system documentation and inventories, operational support plans (ECM), and document processes 	Kim Warren, TSD Administrator	<ul style="list-style-type: none"> - Adoption of enterprise solutions and participation in Citizens Portal - Successful modernization of legacy systems, specifically UI benefits and workforce services case management. - Expanded utilization of ServiceNow and Snowflake in Department operations - Expanded utilization of Snowflake to serve inter- and intra-Departmental business needs - Integration of secure coding practices - Cross-training for personnel provided - Improved alignment with industry standards

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Commissioner's Office	Provide strategic direction, policy guidance and support for the Department, and to facilitate clear and effective communications with DLI customers, stakeholders, and the taxpaying public.	<ul style="list-style-type: none"> - Improve and expand Department communications outreach efforts, including through the use of e-mail distribution channels, social media, traditional news media and paid advertising programming. - Facilitate the public rollout of the launch of MUSE, the Department's new unemployment benefits system currently under development, to ensure a smooth transition for claimants. - Ensure the implementation of legislation affecting the Department arising from the 2023 legislative session. 	Laurie Esau, Commissioner John Elizandro, Chief of Staff	<ul style="list-style-type: none"> - Expanded communication & outreach mediums, growth in e-mail lists / social media following - Smooth launch of the MUSE system with minimal customer interruptions or confusion - Successful implementation of legislation on time in accordance with statute.
Centralized Services Division	Provide quality fiscal, accounting, payroll, budgeting and human resources support for the Department while ensuring transparency and accountability to legislators and taxpayers.	<ul style="list-style-type: none"> - Develop budget tracking dashboards to increase transparency and accountability across all divisions. - Enhance procurement processes and facilitate training across the agency to ensure accurate and timely procurement and contracting. - Improve employee retention rates and shorten average recruitment times to ensure a robust Department workforce. 	Erin Weisgerber, CSD Administrator	<ul style="list-style-type: none"> - Development and launch of budget tracking dashboards - Personnel trained on procurement procedures. - Employee retention rates and average recruitment times.
Legal Office	Support the Department's mission and employees by providing high-quality legal counsel and representation on Department-related matters, and to facilitate the drafting and promulgation of Departmental rules and regulations.	<ul style="list-style-type: none"> - Strengthen public participation in the Department's rulemaking process by better identifying and engaging interested parties. - Improve timeliness of prosecution for professional and occupational licensing infractions. 	Quinlan O'Connor, Chief Legal Counsel	<ul style="list-style-type: none"> - Average number of participants in rulemaking proceedings - Average duration of proceedings
Office of Administrative Hearings	Hold impartial administrative hearings and provide dispute resolution services in the following areas: unemployment insurance, wage and hour claims, public employee collective bargaining, state employee classification appeals and grievances, uninsured employer regulatory matters, professional and occupational licensing appeals, human rights complaints, and other matters.	<ul style="list-style-type: none"> - Issue decisions in all matters in compliance with state and federal criteria, including timeliness requirements. - Implement new case management software for processing cases and creating necessary reports. 	Judith Bovington, OAH Chief Hearing Officer	<ul style="list-style-type: none"> - Timeliness of decisions issued - Successful implementation of new case management software

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Governor's Office of Community Service	Afford individuals the opportunity to reach their fullest potential by recognizing, respecting, and engaging the unique backgrounds, experiences and perspectives they bring to national service and community volunteerism in Montana. OCS is a pass-through-entity that administers over \$2 million in federal funds across Montana, with \$148,304 in state general funds.	<ul style="list-style-type: none"> - Expand AmeriCorps service in Montana, responsibly expend \$1million American Rescue Plan resources to awarding them to subrecipients who will meet needs identified in the 2022-2024 State Service Plan and develop the leadership and civic ethics of the AmeriCorps members in service. - Award \$125,000 in Youth Serve Montana Scholarships to high school seniors who volunteer their senior year of high school and attend a Montana Campus Compact institution in Montana. These resources are the result of partnership and are not state dollars. - Recognize and honor Montana's organ donors by getting approval for an outdoor memorial design to be placed on the Capitol grounds. 	Sarah Sadowski, Governor's Office of Community Service	<ul style="list-style-type: none"> - Additional AmeriCorps volunteers and opportunities, particularly through the utilization of ARPA resources. - Successful award of Youth Serve Montana Scholarships - Completion of Organ Donor Memorial

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Workers' Compensation Court	Provide a fair, efficient, and effective forum for the resolution of disputes arising under the Montana Workers' Compensation Act and the Occupational Disease Act.	<ul style="list-style-type: none"> - Modernize case management system with updated software. - Develop and launch new WCC website to better serve customer needs and provide access to information 	David Sandler, Workers' Compensation Court Judge	<ul style="list-style-type: none"> - Successful implementation of modern case management system - Launch of new website