



STATE STRATEGIC PLAN 2018–2023 (FY2019–FY2023) VISION: Vermont’s economy is growing faster than the costs of living; our state is measurably more affordable each year for families and businesses; and we are meeting our obligation to protect the most vulnerable.

Department of Labor

STRATEGIC PLAN SUMMARY

MISSION: The Vermont Department of Labor’s mission is to promote Vermont’s economic strength by assisting employers with job creation, retention and recruitment; coordinating the education and training of our workforce for Vermont’s current and future job opportunities.

 <p>ECONOMY</p>	<p>GOAL: Vermont’s Workforce Delivery System</p> <p>BY JULY 1, 2020, establish a unified “one-stop” workforce service delivery system that meets the needs of employers and job-seekers in a changing economy, aligns services across providers, creates efficient and timely sharing of information, and simplifies and unifies the employer outreach system.</p>	<p>Key Indicators</p>	<ul style="list-style-type: none"> ▶ ESTABLISH A LOCALLY-TAILORED SERVICE (E.G. EMPLOYMENT OPPORTUNITIES AND/OR JOB TRAINING) REFERRAL SYSTEM AND COMPREHENSIVE, EASILY NAVIGATED JOB INVENTORY DATABASE in all 12 regions by Jan 1, 2019. ▶ ESTABLISH ONE FULL-SERVICE ONE-STOP JOB CENTER AND THREE SATELLITE ONE-STOP JOB CENTERS by July 1, 2020. ▶ INCREASE THE TOTAL AMOUNT OF STAFF-ASSISTED SERVICES TO UN- AND UNDER-EMPLOYED VERMONTERS by 10% (1,300 individuals) over 2017 levels.
 <p>VULNERABLE</p>	<p>GOAL: Labor Force Participation Rate</p> <p>BY JULY 1, 2020, eliminate, and by 2024 reverse, the decline in VT’s labor force participation by reengaging and assisting discouraged and/or under-trained workers, targeting outreach to disenfranchised youth, bolstering employment services to individuals exiting the correctional system, minimizing barriers to employment for individuals on public assistance, and investing in career awareness resources for young Vermonters. (See <i>Labor Force Participation Plan Appendix</i> for details.)</p>	<p>Key Indicators</p>	<ul style="list-style-type: none"> ▶ BY 2018 ACHIEVE FULL EXECUTIVE BRANCH AWARENESS OF, AND SUPPORT FOR, THE CRITICAL IMPERATIVE OF EXPANDING THE STATE’S WORKFORCE AS A PERCENT OF TOTAL POPULATION. ▶ THE NUMBER OF WIOA PARTICIPANTS EXPERIENCING AN INCREASE IN WAGES WITHIN 12 MONTHS OF UNSUBSIDIZED EMPLOYMENT WILL INCREASE from an average of \$13.00 per hour in PY2016, to \$14.50 per hour by PY2018. ▶ THE NUMBER OF WIOA PARTICIPANTS REMAINING IN UNSUBSIDIZED EMPLOYMENT 6 MONTHS AFTER HIRE, WILL INCREASE from 59% in federal Program Year (PY) 2016 to 65% in PY2019, and 75% by 2022. ▶ BY JULY 1, 2020, THE NUMBER OF PEOPLE ENTERING THE LABOR FORCE WILL EQUAL THE NUMBER OF PEOPLE LEAVING THE LABOR FORCE; BY 2024 THE NUMBER OF PEOPLE ENTERING THE LABOR FORCE WILL EXCEED THE NUMBER LEAVING THE LABOR FORCE. (This objective is dependent upon participation by multiple state agencies/departments).
 <p>MODERNIZATION AND EFFICIENCY</p>	<p>GOAL: Organizational Performance</p> <p>BY JULY 2020, successfully implement a workplace structure and environment that achieves ‘organizational excellence’ using organizational development best practices, VDOL will use employee and customer service benchmarks, along with continuous diagnosis, planning, implementation and evaluation, to ensure improvement in both the Department’s employee satisfaction and overall customer service levels.</p>	<p>Key Indicators</p>	<ul style="list-style-type: none"> ▶ BY DEC. 31 OF EACH YEAR, CONDUCT ANNUAL PIVOT REVIEWS OF EACH DIVISION and provide and implement 1–3 specific recommendations (tactical action plans) for improving operations to increase efficiency (programmatic and indirect) without reducing staff or services to the public. ▶ INCREASE COMPLETION RATE FOR ANNUAL EVALUATIONS FROM A CURRENT RATE OF 20% to 75% by Dec. 31, 2018; 85% by Dec. 31, 2019; and 99% by Dec. 31, 2020. ▶ INCREASE STAFF PARTICIPATION IN THE DHR EMPLOYEE ENGAGEMENT SURVEY FROM A CURRENT RATE OF 52%, to 90% by Dec. 31, 2020. ▶ INCREASE PERCENTAGE OF VDOL EMPLOYEES WHO ARE ‘SATISFIED’ WITH THEIR JOB FROM THE CURRENT LEVEL OF 68.2% to exceed the state-wide average of 76% by Dec. 31, 2020; and 90–95% by Dec. 31, 2022.
	<p>GOAL: Government Efficiency Through Innovations</p> <p>BY DECEMBER 31, 2018, successfully implement the \$9 million modernization of the Unemployment Insurance tax/benefit system. Successfully implement the \$3 million modernization of the Workers’ Compensation system by 2020.</p>	<p>Key Indicators</p>	<ul style="list-style-type: none"> ▶ ACHIEVE MILESTONES AS OUTLINED IN THE PROGRAM IMPLEMENTATION PLAN. ▶ ACHIEVE THE ‘GO-LIVE’ ACTIVATION DATES. ▶ MEASURE AND REPORT ON THE EFFICIENCIES ACHIEVED THROUGH IMPLEMENTATION OF THIS SYSTEM, including but not limited to savings in staff time, improved customer service, reduced error/corrections, and total operational cost.