The North Carolina Department of Labor

Strategic Plan and Information Technology Plan FY 2019 – 2021

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1. Strategic Plan Executive Summary

North Carolina's workforce contains more than 4 million workers in more than 270,000 private and public sector businesses. The laws and programs the N.C. Department of Labor administers affect every worker – and virtually every person – in the state. The General Statutes provide the labor commissioner with broad regulatory and enforcement powers to achieve the objective of promoting the health, safety and general well-being of working North Carolinians.

Foremost among the department's duties are the administration and enforcement of the occupational safety and health standards. Departmental duties also include enforcement of wage and hour laws, employment discrimination involving retaliation and the provision of free education, training and consultation to ensure safe and healthy working conditions for North Carolina's employers and employees. The department also ensures the public's safety through the inspections of boilers, elevators, escalators, amusement rides and inflatable devices and also provides mine safety and health training to owners, operators and contractors working in the state's mining industry.

To create the biennial strategic plan, the department gathered a team of key senior staff members and division directors. This group reviewed previous and current strategic planning materials, brainstormed new ideas and ultimately formulated the goals, objectives and performance measures as contained in this plan. These goals ensure the agency remains in line with and moving forward on its mission, vision and values.

The department has identified the following goals for inclusion in the FY 2019-2021 Strategic Plan:

- Goal 1 – Protect the safety and health of North Carolina's workforce
- Goal 2 – Ensure public safety by conducting timely periodic inspections of elevators, boilers, pressure vessels, amusement devices, etc.
- Goal 3 – Protect employees from labor law violations by investigating allegations of wage and hour matters and retaliatory discrimination in response to protected activity
- Goal 4 – Improve customer service

2. Mission, Vision, and Values

Mission Statement

To foster a safe, healthy, fair and productive North Carolina by:

- Providing responsive, effective and efficient services
- Providing and encouraging quality education and training
- Administering consistently and fairly our regulatory mandates
- Enhancing public confidence in the Department of Labor

Vision Statement

To ensure every North Carolinian comes home each day free from injury and illness.

Organizational Values

Accountability	We are committed to maintaining the public's trust by ensuring that our regulatory responsibilities are met in a timely and professional manner.
Customer Service	We are committed to meeting or exceeding the needs of our citizens by evaluating those needs and by working in a manner which consistently produces quality service and outcomes.
Ethics and Integrity	We are committed to working in a direct and honest matter with colleagues and citizens by following through on commitments and obligations, always adhering to the highest of ethical standards.
Quality	We are committed to providing accurate, high-quality work in a timely manner and proactively seeking ways to improve results.
Safety and Health	We are committed to ensuring that all employees in the state have access to a safe and healthy workplace.

3. Goals, Objectives, and Performance Measures

Goal 1 – Protect the safety and health of North Carolina's workforce.
Objective 1.1 – By the end of FY 2023, reduce the rate of workplace fatalities by 2%
1.1.1 – **Performance Measure or Milestone** – Measured in number of annual workplace fatalities **Strategy** Using previous years' data, the Occupational Safety and Health Division will target high-hazard industries and geographic regions with a multi-pronged approach including compliance, consultative services, education and training.
Objective 1.2 – By the end of FY 2023, reduce the rate of workplace injuries and illnesses by 5%
1.2.1 – **Performance Measure or Milestone** – Measured in rate of annual workplace injuries and illnesses **Strategy** Using previous years' data, the Occupational Safety and Health Division will target high-hazard industries with a multi-pronged approach including compliance, consultative services, education and training.
Objective 1.3 – Improve the safety and health of workers living in migrant housing
1.3.1 – **Performance Measure or Milestone** – Measured by number of pre-occupancy certificates issued and citations issued as a result of compliance inspections **Strategy** The Agricultural Safety and Health Bureau will utilize staff as effectively as possible to address all requests for pre-occupancy inspections. The Bureau will also timely respond to all valid safety and health complaints regarding migrant housing and field sanitation.
Objective 1.4 – Effectively train workers and managers
1.4.1 – **Performance Measure or Milestone** – Measured by number of persons trained; number of publications distributed; number of continuing education hours pursued by Occupational Safety and Health Division personnel; percentage of trained employees who rate the training as "useful" **Strategy** Continue expanding training opportunities via a range of methods (webinar; in-person; mobile training unit; etc.); target training for employees in high-hazard industries; create hazard alerts when new hazards are detected.

Goal 2 – Ensure safety of elevators, boilers, pressure vessels, amusement devices, etc.
Objective 2.1 – Timely inspection of all devices subject to the Boiler Safety Act, Elevator Safety Act, Amusement Device Safety Act and the Passenger Tramway Act
2.1.1 – **Performance Measure or Milestone** – Measured by backlog of required inspections **Strategy** The Boiler Safety Bureau and the Elevator and Amusement Device Bureau will prioritize and utilize all staff resources to address inspection backlog issues in a timely manner. A variety of methods, such as temporary relocation of staff, will be considered.
Objective 2.2 – Ensure public safety by reducing accidents and incidents
2.2.1 – **Performance Measure or Milestone** – Measured by yearly number of incidents, both patron-related and mechanically-related **Strategy** Continue to expand educational efforts for both device operators and the riding public. These efforts include safety training and voluntary safety partnerships with amusement ride and fair operators, as well as rider safety materials for patrons.

Goal 3 – Protect employees from labor law violations by investigating allegations of wage and hour issues and retaliatory discrimination
Objective 3.1 – Resolve and collect back wages determined owed, using conciliatory means
3.1.1 – **Performance Measure or Milestone** – Measured by the amount of wages collected by staff without further legal action **Strategy** The Wage and Hour section of the Labor Standards Division, upon substantiating a complaint, will seek from employers voluntary repayment of those wages, using all available methods without resorting to litigation.
Objective 3.2 – Conduct comprehensive investigations of all valid retaliatory employment discrimination complaints
3.2.1 – **Performance Measure or Milestone** – Measured annually by the number of cases opened and closed **Strategy** The Retaliatory Employment Discrimination section of the Labor Standards Division will continue to revise procedures to ensure that cases are screened, investigated and finalized in a professional and timely manner, always working as a team.

Goal 4 – Improve customer service
Objective 4.1 – Improve customer service for citizens who file complaints with the Labor Standards Division
4.1.1 – **Performance Measure or Milestone** – Measured by percentage of calls answered and by number of errors in wage and hour/retaliatory discrimination case files **Strategy** The Labor Standards Division will improve the citizen experience by continuing to seek better call center techniques, streamlining the investigative process, and becoming more efficient in processing complaints. The Division has significantly reduced its backlog of cases in recent years and looks to build on this progress.
Objective 4.2 – Expand workplace safety consultation, training and recognition programs for employers and employees
4.2.1 – **Performance Measure or Milestone** – Measured by number of consultative visits conducted; year-over-year growth of recognition programs; and number of educational opportunities offered **Strategy** As resources allow, the Occupational Safety and Health Division and the Mine and Quarry Bureau will prioritize the provision of workplace safety training for employers and employees. The Education, Training and Technical Assistance Bureau and the Consultative Services Bureau will continue to grow workplace safety recognition programs. The Department's focus on voluntary compliance, through the use of consultative services and training programs, has been the primary driver of the reduction in workplace injuries and illnesses.
Objective 4.3 – Maximize the department's talent by pursuing new strategies with respect to advertising for vacant positions as well as developing and retaining existing departmental staff with specialized skillsets
4.3.1 – **Performance Measure or Milestone** – Measured by the vacancy rate, by both Division/Bureau and department-wide; also measured by the department's ability to maintain competitive salaries in efforts to compete with private market and retain highly skilled staff **Strategy** As led by the Human Resources Division, the department will continue utilizing strategies to reduce the turnover rate including reclassifying positions, adjusting starting pay, participating in job fairs and seeking opportunities to advertise positions in trade publications. Leadership will continue to evaluate salary trends in the private sector to ensure internal salaries maintain competitiveness. A fully-staffed, fully-trained and appropriately compensated department will ultimately better serve the needs of North Carolinians and more effectively fulfill the agency's regulatory responsibilities.

4. Highlights and Opportunities

The N.C. Department of Labor's mission is to foster a safe, healthy, fair and productive North Carolina. Our statutory mandates are wide reaching – from covering most employers and employees under the Occupational Safety and Health Act, the Wage and Hour Act and the Retaliatory Employment Discrimination Act, among others; from protecting the public safety by way of the Boiler Safety Act, Elevator Safety Act and the Amusement Device Safety Act, among others. Our work touches the lives of almost every North Carolinian each day and we are proud of our accomplishments.

Through a combination of workplace compliance inspections, consultative services, education and training, our state's injury and illness rate is the lowest in history and is consistently below the national average. New leadership in the Labor Standards Division has led to a significant reduction in the backlog of wage and hour cases and reduced errors in investigative findings. And our amusement device inspection program is nationally recognized for its thorough and meticulous inspection procedures.

During the next biennium, we will continue to build on these achievements by focusing on voluntary compliance, ensuring trained employees and increasing our partnerships with employers. We will also continue the significant strides experienced by streamlining and revising the work of our Labor Standards Division. Overall, the agency looks forward to further increasing the quality of customer service to all North Carolinians.

5. Statewide Information Technology Goals

Below are the statewide IT goals for the 2019-2021 biennium.

1. Secure IT systems and infrastructure: Provide a resilient infrastructure that mitigates risk, supports business continuity, provides security and privacy of the State's and citizens' data, and supports secure collaboration and information sharing.

2. Deepen trusted partnerships: Support and empower the business of State government by improving processes, enhancing cross-agency collaboration and cooperation, and establishing and managing IT standards.

3. Improve the management and transparency of IT: Better utilize the State's IT resources by increasing visibility into what the State has, what it costs, and how the State uses it.

4. Modernize and centralize IT operations: Modernize and centralize technology operations to effectively support a 21st century government.

5. Empower our citizens through technology: Provide transparent, easy-to-use, and customer-focused government and student services.

6. Promote better decision-making through analytics: Leverage the State's data to make more informed decisions, policies, and laws.

6. NC Dept. of Labor Strategic Plan Executive Summary and Goals

1.1 Purpose

The purpose of this document is to provide the Information Technology Plan for the 2019-2021 Biennium to the North Carolina State Chief Information Officer (SCIO) as required by G.S. 1473B-1330(c). The statute mandates that each agency submit a technology plan to the SCIO by October 31st of each even –numbered year. Session Law 2011-145, Section 6a.2. (d) directed each agency to include any information technology project, or any segment of a multipart project, costing more than two hundred fifty thousand dollars ($250,000) in the agency most recent information technology plan.

1.2 Overview

The North Carolina Department of Labor's Information Technology (IT) Division is responsible for developing a strategic plan for the 2019-2021 Biennium. The strategic plan outlines the information technology goals, strategies and initiatives that will support the department's mission and values. The purpose of the plan is to outline the role of the IT Division in achieving the department's vision of a safe workplace for the state's workers.

This plan outlines three primary goals for the IT Division. Below are strategies for each goal. Per the following table, listed are initiatives for each strategy in order to achieve the primary goals.

Goal 1 – Application Modernization and Evolution	Strategy 1.1 – Gain a better high-level understanding of agency business needs	Initiative 1.1.1	Conduct a more detailed analysis of each bureau's business requirements
		Initiative 1.1.2	Explore and determine technical delivery methods that are more responsive to business unit requirements
	Strategy 1.2 – Ensure efficient operation of Department's Onbase Document management system	Initiative 1.2.1	Explore strategic initiatives with Department Bureaus to best fit Document Management System capabilities with existing needs.
	Strategy 1.3 – Customer Segmentation	Initiative 1.3.1	Detailed review of critical applications
		Initiative 1.3.2	Separation of development and test environments
Goal 2 – Client Computing Strategy	Strategy 2.1 Provide hardware and software needed to achieve efficiency and increase productivity	Initiative 1.2.1	Regular hardware refresh cycles
		Initiative 1.1.2	Explore desktop virtualization
Goal 3 – Provide Enabling Technology	Strategy 3.1 Agency Technology Modernization effort	Initiative 3.1.1	Utilize Enterprise Content Management (ECM) System
		Initiative 3.1.2	Address the need for web content management (WCM) capability
		Initiative 3.1.3	Implementation of Business Process Management (BPM) technology

7. NC Dept. of Labor IT Plan Initiative Table

	IT Program, Project, or Initiative	New (Yes/No)	Description *Provide Justification in Section 4	Budget Requirement ($)	Funding Mechanism	Supported Agency Goal	Supported Statewide IT Goal	Anticipated Completion Date
1	Onbase Wage and Hour Case Management module	Yes	Module to enhance Wage and Hour Bureau workflow	$90,000	Lapse salary	3	4	2020
2	Jurisdiction Online Boiler Civil penalty module	Yes	Enable Boiler civil penalty calculations	$75,000	Inspection fees	3	4	2019
3	Utilize Geographic Information System(GIS) technology	Yes	Grow GIS functionality throughout Department	$100,000	Lapse Salary/Inspection fees	3	4/6	2021
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1. **Onbase Wage and Hour Case Module implementation**
   a. **Justification:**
      The Wage and Hour Case management module installed within the Department's Onbase Document Management System will streamline operations and integrate data to allow more efficient workflow within the Wage and Hour Bureau to provide better service to the public.
   b. **Measures:**
      Progress and success will be measured by successful installation of the module, testing for functionality and accuracy, and the integration into production the workflow process that the new module will provide.

2. **Jurisdiction Online Boiler Civil Penalty Module**
   a. **Justification:** The implementation of the Jurisdiction Online Civil Penalty Module will allow the Department's Boiler Safety Bureau to collect monetary civil penalties in a more cost-effective way utilizing an automated process. This will take the place of existing manual processes that is slow and inefficient.
   b. **Measures:** Measurement of success will be the build, implementation, testing and deployment into production of the module.

3. **Geographic Information System utilization**
   a. **Justification:** By gaining a better understanding of the functionality that GIS software provide, the Department will look for opportunities to take advantage of this technology in order to streamline operations and enhance service to the public.
   b. **Measures:** Measurement of success will be the growth in implementing this technology and the measured benefit of enhanced services and efficiencies gained.
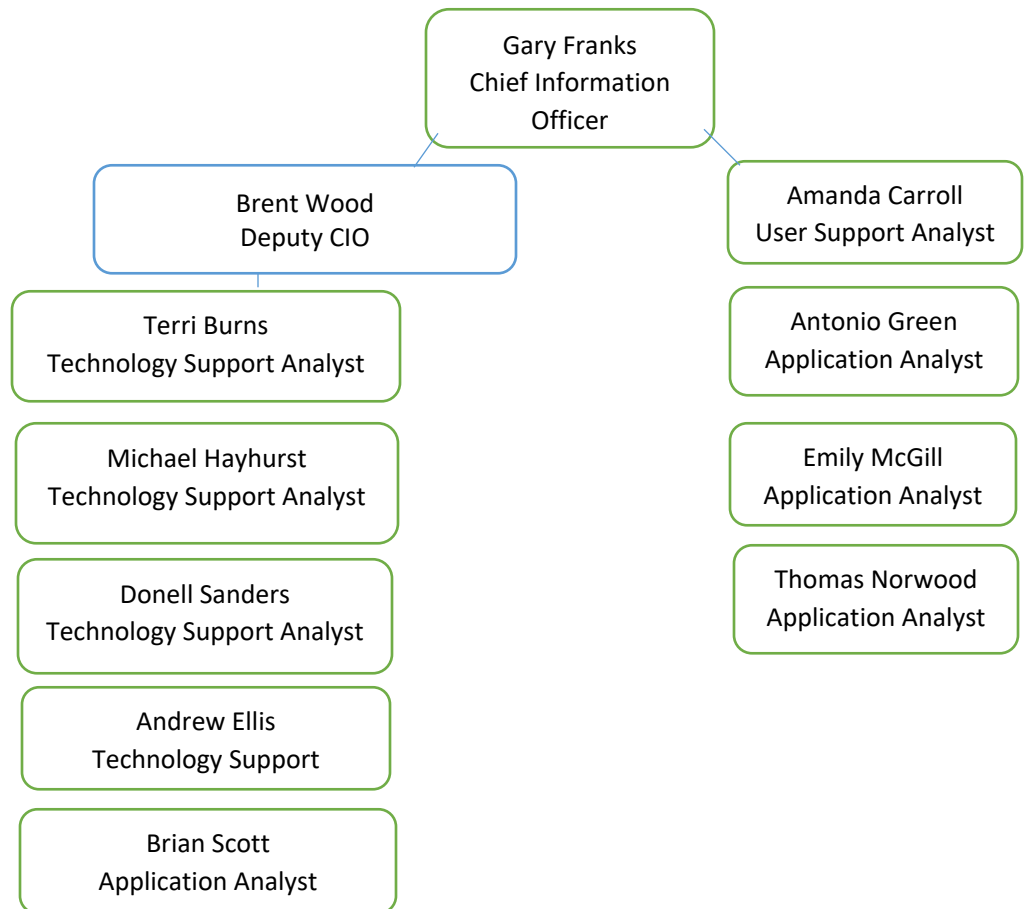
9. NC Dept. of Labor Enterprise IT Opportunities

5.1. Potential Initiatives

The Department of Labor has no current initiatives that it is working with other agencies on.

5.2. Collaborative Opportunities

The Department of Labor has no current opportunities that it is working with other agencies on.

Appendix A: NC Dept. of Labor IT Organizational Chart

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                        Gary Franks
                     Chief Information
                          Officer

        Brent Wood                          Amanda Carroll
        Deputy CIO                       User Support Analyst

      Terri Burns                          Antonio Green
  Technology Support Analyst            Application Analyst

    Michael Hayhurst                       Emily McGill
  Technology Support Analyst            Application Analyst

     Donell Sanders                      Thomas Norwood
  Technology Support Analyst            Application Analyst

      Andrew Ellis
    Technology Support

       Brian Scott
    Application Analyst
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Appendix B: NC Dept. of Labor IT Accomplishments and Progress Review

FY17-19 Goal	FY17-19 Objective	FY17-19 Initiative	Progress Review	Anticipated Completion Date
Goal 1 Move Department's internet website from ColdFusion platform to Digital Commons host	Objective 1.1 Move hosting site to Digital Commons	Initiative 1.1.1 Move hosting site to more secure host	Complete	2017
		Initiative 1.1.2 Redesign and make more secure Internet website	Complete	2017
	Objective 1.2 Redesign website	Initiative1.2.1 Redesign website	*Complete*	2017
		Initiative 1.2.2 Make website more secure with latest security practices	Complete	2017
Goal 2 Implement Interest and Penalties calculations for OSH inspections	Objective 2.1 Calculate interest and penalties in Onbase Document Management System for OSH penalties	Initiative 2.1.1 Design form to input OSH inspection penalties for calculations of fines and interest on past due payments	Complete	2018
		Initiative 2.1.2 Install and test interest and penalty calculations	Complete	2018
Goal 3 Switch refresh ORB Building	Objective 3.1 Install new network switches	Initiative 3.1.1 Install new network switches	Complete	2017
Goal 4	Objective 4.1	Initiative 4.1.1	Complete	2018

FY17-19 Goal	FY17-19 Objective	FY17-19 Initiative	Progress Review	Anticipated Completion Date
Implement Scanning input functionality to OSHAExpress	Install scanning functionality to OSHAExpress	Work with vendor to implement scanning data input functionality module		