



# UTAH LABOR COMMISSION



STRATEGIC PLAN 2024 - 2027

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## ABOUT THE UTAH LABOR COMMISSION

The Utah Labor Commission (“Commission”) plays a vital role in Utah’s economy by ensuring safety and fairness in the workplace. The Commission impacts nearly every business and employee in the state of Utah through one or more of its divisions.

**Office of the Commissioner** – The Office of the Commissioner develops, establishes, and implements the policy and overall operation of the Commission. It sets the Commission’s vision and mission, and it directs strategies to meet goals.

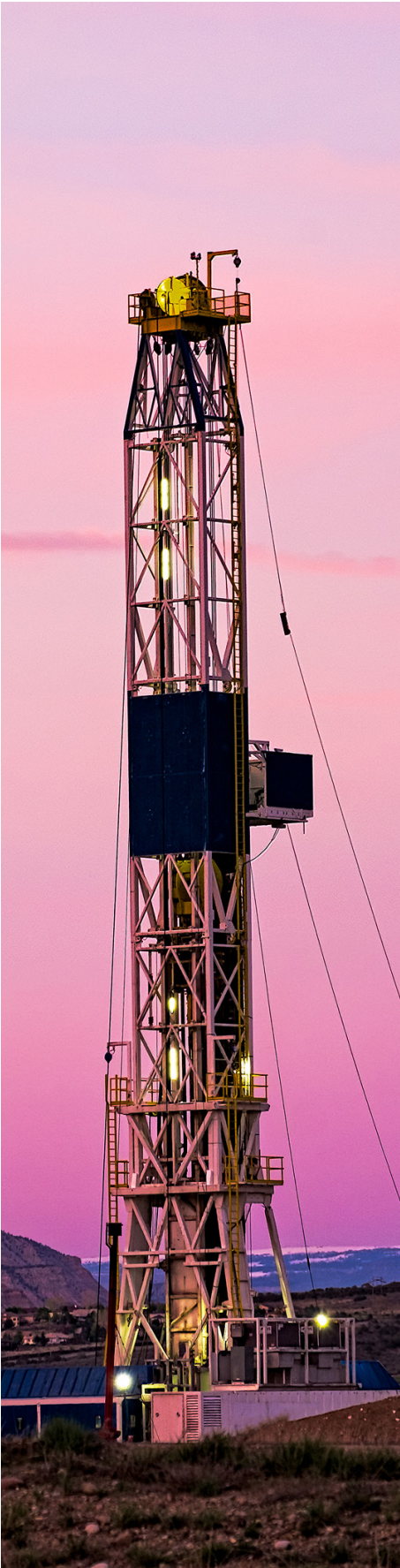
**Administrative Division** – The Administrative Division serves the public and all divisions in the Commission. It is the initial contact for callers and visitors. Its functions include facilities management, fleet and travel related issues, revenue intake, expenditures, budget and audit controls, as well as providing public information about the Commission. The Legal unit is included in the Administrative Division. The Legal unit is responsible for reviewing decisions issued by Administrative Law Judges (“ALJ”), representing the Commission in appellate proceedings before Utah’s Court of Appeals and Supreme Court, representing the Commission in the legislative process and rulemaking.



**Adjudication Division** - The Adjudication Division is responsible for adjudicating disputed workers' compensation claims. It does so in a fair and impartial manner to ensure quick, efficient and predictable delivery of medical and salary benefits to injured workers at a reasonable cost to employers and insurance carriers. The Division also hears appeals of employment and housing discrimination investigations, UOSH citations, and workers' compensation insurance compliance penalties.

**Boiler, Elevator and Coal Mine Safety Division** – The Boiler, Elevator and Coal Mine Safety Division (“BECMS”) is responsible for enforcing state laws pertaining to boilers, pressure vessels, elevators, escalators, coal mine safety and coal miner certification.

BECMS maintains an office in Price, Utah, housing the state's program for Coal Miner Certification and the Office of Coal Mine Safety. This office, assisted by its associated panel and advisory council, works to maximize safety in Utah's coal mines. BECMS relies on these entities to advise and assist in its responsibilities and to provide advice and guidance.



**Industrial Accidents Division** – The Industrial Accidents Division (“IA”) is responsible for administering Utah’s Workers’ Compensation Act. Since 1917, Utah’s workers’ compensation system has provided medical care and disability payments for injured workers and immunity from personal injury lawsuits for employers. With few exceptions, all employers must provide workers’ compensation coverage for their employees.

IA is organized into the Claims Section and the Compliance Section. The Claims Section administers the day-to-day operation of the workers’ compensation systems and also assists injured workers, employers, and insurance carriers in resolving workers’ compensation disagreements. The Compliance Section enforces the statutory requirements that employers maintain workers’ compensation coverage for employees.

**Utah Antidiscrimination and Labor Division** – The Utah Antidiscrimination and Labor Division (“UALD”) enforces employment discrimination and fair housing laws, as well as laws regarding payment of wages, employment of minors, and minimum wage laws.

UALD is organized into four units: the Employment Discrimination Unit, the Fair Housing Unit, the Wage Claim Unit, and the Mediation Unit. UALD also has an effective education program to teach employers, employees, housing providers, tenants, and the general public about rights and responsibilities under the laws enforced by UALD.

**Utah Occupational Safety and Health Division** – The Utah Occupational Safety and Health Division (“UOSH”) is responsible for administering and enforcing the Utah Occupational Safety and Health Act. On July 16, 1985, Federal OSHA recognized Utah’s occupational safety and health program as being “as effective as” the federal program and relinquished authority over occupational safety and health in Utah to UOSH. UOSH has jurisdiction over approximately 1.5 million employees and over 120,000 employers in Utah.

UOSH is organized into the Compliance Section, the Consultation Section, and the Bureau of Labor Statistics (“BLS”) Section. The Compliance section conducts safety and health inspections in general industry, construction, and public-sector facilities throughout the state. The Consultation Section provides on-site safety and health services, at no cost, to small/high hazard businesses and agencies. The BLS Section conducts the annual Survey of Occupational Injuries and Illnesses (“SOII”), and the annual Census of Fatal Occupational Injuries (“CFOI”).

# VISION OF THE COMMISSION

The Commission’s vision is to achieve safety in Utah’s workplaces and fairness in employment and housing.

# MISSION STATEMENT

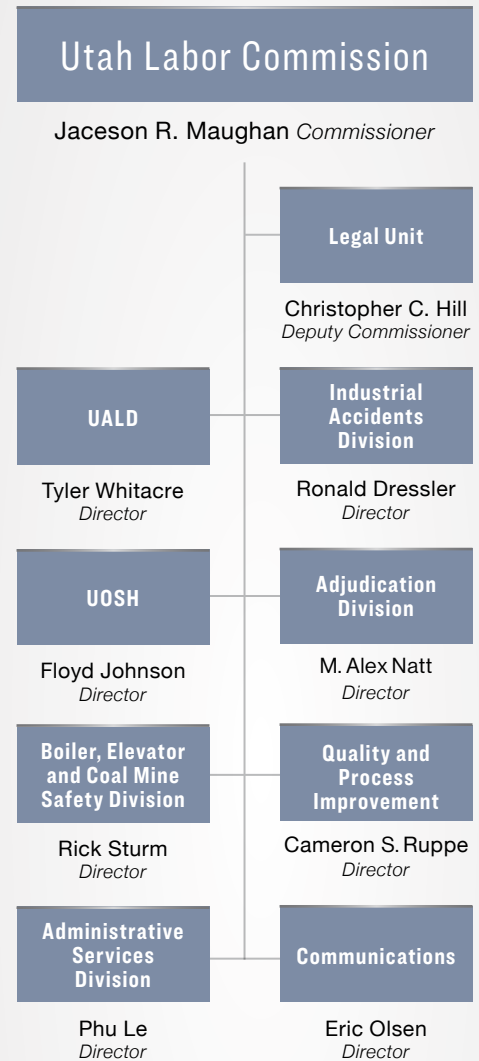
The mission of the Commission is to regulate in the workplace and in housing in a manner that is timely, fair, and equitable, and that improves the lives of Utahns where they work and where they live.

# CORE VALUES

The Commission’s values are instilled in our programs, our relationships with the public we serve, our colleagues, and the community in general. We embrace these values in the way we lead and support the Commission every day:

- Each person has value and worth—each individual we interact with has a point of view that is important. For these reasons, we respect individual lives and histories and treat each person equitably.
- We respect and follow the statutes and regulations that govern our activities.
- The public interest is advanced by transparent and open processes.
- We owe the people of Utah and our colleagues at the Commission the highest level of competency and service.
- Commission employees deserve a workplace that provides support, safety, and respect.
- Professional development is essential to a competent, dedicated staff and ultimately to the success of the Commission.

# ORGANIZATION





## GOALS, OBJECTIVES, AND STRATEGIES

The following goals, objectives, and strategies will drive the work of the Commission over the next decade. The goals below are intended as long-term targets that the Commission will work toward over time. Goals have a 10-year planning horizon. Objectives are intended to guide mid-term efforts and generally be accomplished within five years. Finally, strategies are efforts that should be accomplished within a one-to-four year time frame, but may be ongoing as necessary.

This strategic plan is a living document and will be updated at least every two years to reflect accomplishments and changes in strategic or administrative direction.

## GOAL 1:

### CREATE A RESPECTFUL, POSITIVE, AND SUPPORTIVE WORKPLACE FOR ALL EMPLOYEES.

#### **Objective: Unify and support employees.**

**Strategy:** Align the number of full-time employees with the Commission's needs.

**Strategy:** Expedite filling vacancies as they arise.

**Strategy:** Provide Commission employees opportunities and resources for professional development and education, and support them in these pursuits.

**Strategy:** Provide time and resources for team building activities.

**Strategy:** Conduct an annual employee survey to better understand the needs, challenges, and opportunities of Commission staff.

#### **Objective: Decrease turnover.**

**Strategy:** Establish regular one-on-one supervisor/employee touchpoints to review workload and identify ways in which the supervisor can support the employee.

**Strategy:** Embrace Pay-For-Performance and compensate employees as warranted.





## GOAL 2: REGULATE WITH FAIRNESS AND CONSISTENCY TO ENSURE THE COMMISSION IS EQUITABLE AND ACCESSIBLE TO ALL.

**Objective:** Ensure that the laws and rules that the Commission enforces are appropriate and meet their intended purpose.

**Strategy:** Review statutes as issues arise and, as appropriate, work with legislators to propose solutions.

**Strategy:** Internally evaluate the Commission's rules to ensure that they meet the statutory scope and facilitate fair regulation.

**Objective:** Continue to reinforce customers' confidence in the Commission.

**Strategy:** Respond to customers and close filings, complaints, and investigations in a timely manner.

**Strategy:** Perform work that is efficient, is of good quality, and meets all statutory and regulatory obligations.

**Strategy:** Promote transparency in Commission processes and decisions unless legally prohibited.

**Strategy:** Continue to ensure that Commission actions and decisions are clear and understandable to the customer.

**Objective:** Ensure Commission employees are well trained in current trends, best practices, and regulations.

**Strategy:** Develop consistent policies and procedures that can also be used as a training tool for new employees.

**Strategy:** Establish programs for training and mentoring new employees.

**Strategy:** Identify, support, and fund training opportunities for employees.

**Objective:** Publicize the availability of the Commission's services.

**Strategy:** Advertise the Commission's resources through media campaigns, community events, flyers, and brochures.

**Strategy:** Review and update the Commission's website and any other social media presence.

**Strategy:** Continue to host and participate in ongoing dialogue with constituents and industry groups.

**Objective:** Update the process for customers to send information to and acquire information from the Commission.

**Strategy:** Implement streamlined processes for customers to provide information to the Commission electronically.



## GOAL 3: DELIVER OUTSTANDING CUSTOMER SERVICE.

**Objective:** Ensure that the Commission is providing outstanding customer service to all people and entities with which it interacts.

**Strategy:** Elevate digital government services to ensure that they deliver the best customer experience and save taxpayer dollars.

**Strategy:** Focus on improving customer service while maintaining balanced regulatory responsibilities.

**Strategy:** Create pathways to gather customer feedback and develop internal capacity and culture for the Commission to respond more quickly to customers.

**Strategy:** Create digital tools for customers to track the status of cases, claims, investigations, etc.



## PERFORMANCE MEASURES

- Percentage of workers' compensation decisions issued by the Division of Adjudication within 60 days from the date the case is ready for final decision (Target - 100%).
- Percentage of decisions issued by the Commissioner/Appeals Board on motions for review within 90 days of the date the motion was filed (Target - 100%).
- Percentage of UOSH citations issued within 45 days of the date of the opening conference (Target - 90%).
- Number and percentage of elevator units that are overdue for inspection (Target - 0%).
- Percentage of the improvement over baseline of the number of employers determined to be in compliance with the state requirement for worker's compensation insurance coverage (Target - 25%).
- Percentage of employment discrimination cases completed within 180 days of the date the charge of discrimination was filed (Target - 70%).



## ANNUAL WORK PLAN

In addition to the high-level performance measures outlined in this plan, individual teams may employ additional measures to track progress toward goals. These team-specific measures may be incorporated into individual performance plans to help meet team goals and objectives.

# ONGOING WORK PLAN

Goal #	Strategy	Champion	Budget and Resource Needs	Completion Timeline
1.1.1	Align the number of full-time employees with the Commission's needs.	Administration and Division Directors	Analysis of FTE positions needed, and GOPB support.	Ongoing
1.1.2	Expedite filling vacancies as they arise.	Administration and Division Directors	Existing budget and DHRM support.	Ongoing
1.1.3	Provide Commission employees opportunities and resources for professional development and education, and support them in these pursuits.	Administration and Division Directors	Existing budget	Ongoing
1.1.4	Provide time and resources for team building activities.	Administration and Division Directors	Existing budget	Ongoing
1.1.5	Conduct an annual employee survey to better understand the needs, challenges, and opportunities of Commission staff.	Administration and Division Directors	Existing budget	Ongoing
1.2.1	Establish regular one-on-one supervisor/employee touchpoints to review workload and identify ways in which the supervisor can support the employee.	Administration, Division Directors, Managers and Supervisors	Existing budget	Ongoing
1.2.2	Embrace Pay-For-Performance and compensate employees as warranted.	Administration, Division Directors, Managers and Supervisors	Allocation from Legislature for performance increases and DHRM support.	Ongoing
2.1.1	Review statutes as issues arise and, as appropriate, work with legislators to propose solutions.	Commissioner and Deputy Commissioner	Information from Division Directors and support from Governor's Office.	Ongoing
2.1.2	Internally evaluate the Commission's rules to ensure that they meet the statutory scope and facilitate fair regulation.	Administration and Division Directors	Information from Division Directors.	Ongoing
2.2.1	Respond to customers and close filings, complaints, and investigations in a timely manner.	Division Directors, Managers, and Supervisors.	Existing budget and staff time.	Ongoing
2.2.2	Perform work that is efficient, is of good quality, and meets all statutory and regulatory obligations.	Division Directors, Managers, and Supervisors.	Existing budget and staff time.	Ongoing
2.2.3	Promote transparency in Commission processes and decisions unless legally prohibited.	Administration and Division Directors	Existing budget	Ongoing
2.2.4	Continue to ensure that Commission actions and decisions are clear and understandable to the customer.	Administration and Division Directors	Existing budget	Ongoing
2.3.3	Identify, support, and fund training opportunities for employees.	Administration and Division Directors	Existing budget	Ongoing
2.4.3	Continue to host and participate in ongoing dialogue with constituents and industry groups.	Administration and Division Directors	Existing budget	Ongoing
3.1.2	Focus on improving customer service while maintaining balanced regulatory responsibilities.	Quality and Process Improvement Director and Division Directors	Existing budget	Ongoing

## FY2024 WORK PLAN

Goal #	Strategy	Champion	Budget and Resource Needs	Completion Timeline
2.3.1	Develop consistent policies and procedures that can also be used as a training tool for new employees.	Quality and Process Improvement Director and Division Directors	Existing budget	FY2024
2.3.2	Establish programs for training and mentoring new employees.	Administration and Division Directors	Existing budget	FY2024
2.4.2	Review and update the Commission's website and any other social media presence.	Communications Director	Existing budget and DTS support	FY2024

## FY2025 WORK PLAN

Goal #	Strategy	Champion	Budget and Resource Needs	Completion Timeline
2.4.1	Advertise the Commission's resources through media campaigns, community events, flyers, and brochures.	Administration, Communications Director, and Division Directors	Existing budget and DTS support	FY2025
2.5.1	Implement streamlined processes for customers to provide information to the Commission electronically.	Quality and Process Improvement Director and Division Directors	Existing budget and DTS support	FY2025
3.1.1	Elevate digital government services to ensure that they deliver the best customer experience and save taxpayer dollars.	Administration, Quality and Process Improvement Director, and Division Directors	Existing budget and DTS support	FY2025

## FY2026 WORK PLAN

Goal #	Strategy	Champion	Budget and Resource Needs	Completion Timeline
3.1.3	Create pathways to gather customer feedback and develop internal capacity and culture for the Commission to respond more quickly to customers.	Quality and Process Improvement Director and Division Directors	Existing budget and DTS support	FY2026
3.1.4	Create digital tools for customers to track the status of cases, claims, investigations, etc.	Quality and Process Improvement Director and Division Directors	Existing budget and DTS support	FY2026



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