



Why We Requested the Audit

BOLI Hanging by a Thread

- Significant backlogs in each Division, contributing to long delays
- Extreme scarcity: too few staff, outdated systems, overextended roles
- The interest in having help identifying the challenges so we could fix them!

Our Response

- Started engaging with the SOS in January 2023
- Consulted national experts, other states, business, and labor



Audit Recommendations (Overview)

1. Process mapping & bottleneck fixes
2. Regular claim data review
3. Ongoing workforce planning & management
4. Staffing plans & classification/wage parity analysis
5. Modern case management system
6. Backlog tracking and reporting
7. Apprenticeship compliance
8. Strategic plan
9. Commissioner transition plan
10. Centralize policies & procedures

BOLI agrees and is currently in progress on all recommendations.



RECOMMENDATION 1: MAP PROCESSES & FIX BOTTLENECKS

Evaluate each program's process by:

- Mapping out each program's processes with input from key staff and managers;
- Identifying and addressing any source of bottlenecks or confusion;
- Creating an action plan with due dates to implement changes in practice, policy, or procedure;
- Assuring written policies and procedures align with established processes

WHAT BOLI IS/HAS/WILL DO:

- Cross-divisional work already underway; essential process maps in place
- Commissioner and Deputy met with every member of WHD to identify bottlenecks and create action plan
- Project Manager: first legislatively-allocated Bureau Operations position as of July 1, 2025 to operationalize process improvements
- DOJ partnership to update outdated policies due to limited internal legal capacity
- Strategic Plan embeds known bottlenecks for action
- **Needed:** 5 limited duration roles (one per Division) to finalize mapping and action plans
- **Target:** end of 2026



RECOMMENDATION 2: REVIEW CLAIM DATA

- Regularly analyze claim data for trends;
- Triage and effectiveness.

WHAT BOLI IS/HAS/WILL DO:

- Current analysis occurring, but case system limits capabilities
- 2025 request for dedicated analyst not funded
- **Needed:** resources for position to perform this work
- **Plan:** build capability through new case management system
- **Target:** ongoing through 2027



RECOMMENDATION 3: ONGOING WORKFORCE PLANNING & MANAGEMENT

Conduct on-going workforce planning and management, including:

- Analyzing current workforce, including skills, experience, and performance;
- Forecasting future workforce needs using current data;
- Identifying differences between current and future workforce demands;
- Developing strategies to address gaps

WHAT BOLI IS/HAS/WILL DO:

- Succession plan completed: guides development & cross training
- 2025 session: received positions focused on staff training
- Result of workforce planning: 46 positions allocated by the Legislature in 2025
- **Need:** data and staff to complete comprehensive written analysis of future needs
- **Plan:** implement recommendations related to staff cross-training and development
- **Target:** end of 2026



RECOMMENDATION 4: STAFFING PLANS & CLASSIFICATION/WAGE PARITY ANALYSIS

Develop short-term and long-term staffing plans for each of the division and units using information garnered from workforce planning and analysis

- Identify solutions that alleviate or reduce stress on staff who perform multiple roles or are the only staff member to own a task
- Conduct an agency-wide wage parity and classification analysis

WHAT BOLI IS/HAS/WILL DO:

- 46 new FTE to improve workload distribution & capacity
- 30+ reclassification with DAS Class & Compensation; ongoing equity work
- New HR staff will conduct agency-wide wage parity & classification analysis
- **Target:** October 2026



RECOMMENDATION 5: MODERN CASE MANAGEMENT SYSTEM

Ensure the case management system streamlines workflow, centralizes case data, tracks important deadlines, and improves communication within the division and externally

WHAT BOLI IS/HAS/WILL DO:

- Advocating since 2023, funding secured in 2024 (part 1) and 2025 (part 2)
- Following EIS Stage Gate governance; cross-divisional workgroup defining needs
- System will standardize workflows, track deadlines, and enable public reporting
- **Target:** December 2027



RECOMMENDATION 6: BACKLOG TRACKING AND REPORTING

Collect, monitor, and report backlog data publicly to stakeholders via a website or other means

WHAT BOLI IS/HAS/WILL DO:

- Currently: annual reports, legislative reports, media responses
- Bi-weekly backlog updates now in place to track progress internally
- Case system will power public-facing backlog reporting
- **Target:** June 2026



RECOMMENDATION 7: APPRENTICESHIP COMPLIANCE

Bring Apprenticeship program reviews into compliance with state and federal regulations

WHAT BOLI IS/HAS/WILL DO:

- All overdue review completed
- LD Compliance Specialists through June 30, 2026 to close corrective action plans
- Prescriptive review schedule established for ongoing compliance
- Ongoing compliance led by Apprenticeship Representatives
- **Need:** additional staff to provide technical and compliance assistance
- **Target:** completed/ongoing



RECOMMENDATION 8: STRATEGIC PLAN

Develop and operationalize a strategic plan.

WHAT BOLI IS/HAS/WILL DO:

- Four-year plan completed reflecting staffing, structure, priorities
- **Need:** added management capacity (deputy-level roles in main divisions) to absorb strategic, communications, and operational work
- **Target:** implementation ongoing



RECOMMENDATION 9: COMMISSIONER TRANSITION PLAN

Develop a transition plan for incoming Commissioners.

WHAT BOLI IS/HAS/WILL DO:

- Strategic and succession planning as foundation
- Disinvestment of key operational needs from Commissioner's Office to reduce risk during transitions
- **Need:** LD project manager to document processes, briefings, protocols with Executive Management Team
- **Target:** ongoing



RECOMMENDATION 10: CENTRALIZE POLICIES & PROCEDURES

Create, document, and centralize agency-wide and program specific policies and procedures.

WHAT BOLI IS/HAS/WILL DO:

- Already building new internal all-staff site for policies/procedures/resources
- HR capacity expanded from 1 to 4 positions (2023 and 2025 sessions)
- Contracted HR & DOJ support to accelerate policy development
- **Interim:** staff diverted to complete site
- **Target:** July 2026



Our Commitment:

Durable Services, Transparent Process

- We asked to be audited to get better – no stone unturned
- We agree with every recommendation and have had action plans in progress
- We've secured historic staffing and are implementing the strategic plan
- We're building durable operations while advocating for sustainable funding sources



Thank You

