

**OPERATIONAL
EXCELLENCE IN A
REGULATORY AGENCY:
UTAH LABOR
COMMISSION**

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Labor Commission Organization

What we do and why we do it



General Organization

- **Very small and diverse regulatory agency**
- **5 Divisions**



Why What We Do Is Important

**Achieving safety in Utah's workplaces
and fairness in employment and housing**



Challenges



Challenge: Process

- **Balance industry and individual rights**
- **Too much regulation versus not enough**
- **Burgeoning workload as economy grows**



Challenges: External

- **Vocal Stakeholder Groups**
- **Legislative Changes**
- **Technology**
- **Federal Partnerships**



Challenges: Internal

- **Work load**
- **Staff**
- **Ownership**
- **Perfection**



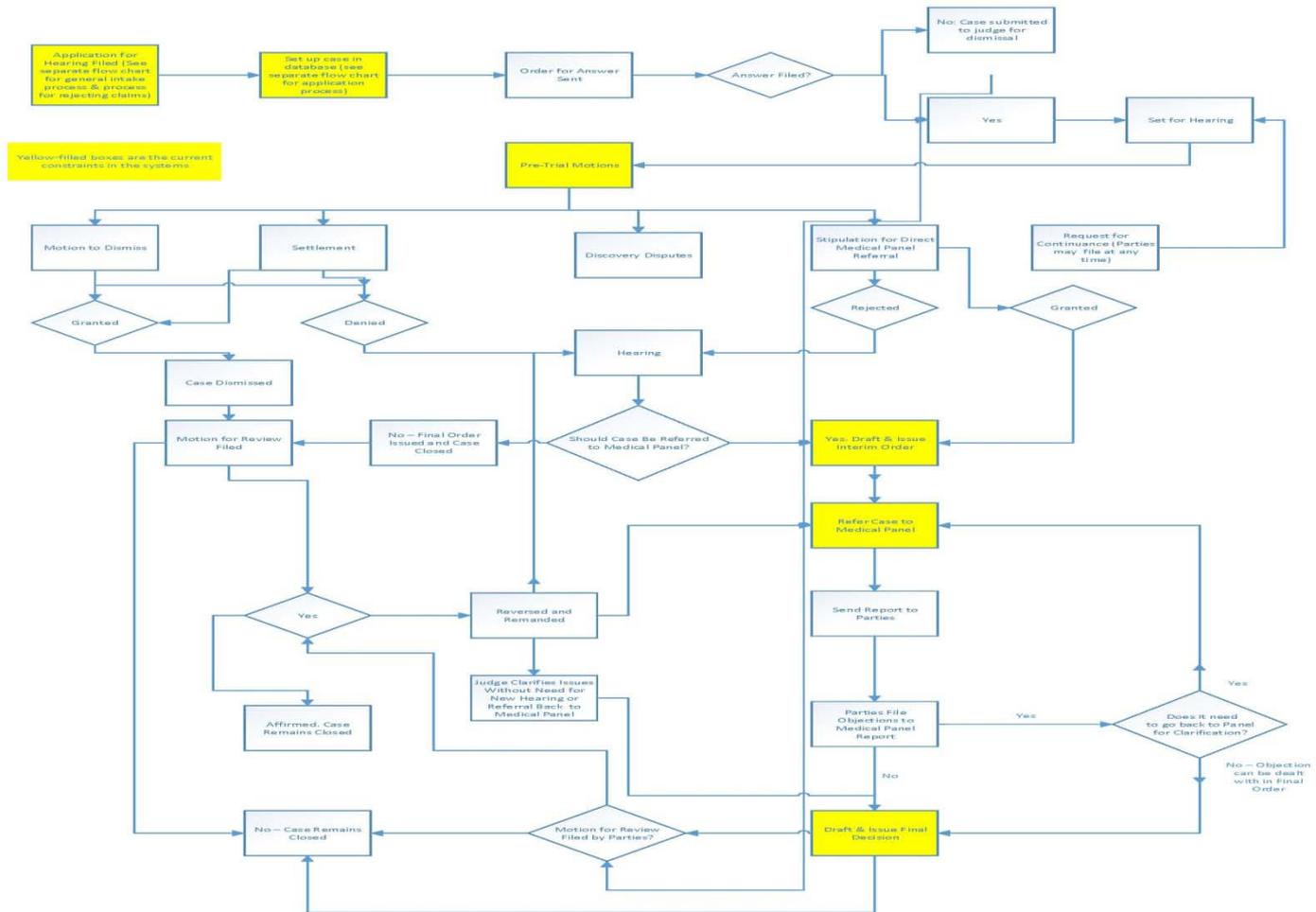
Strategies & Tools



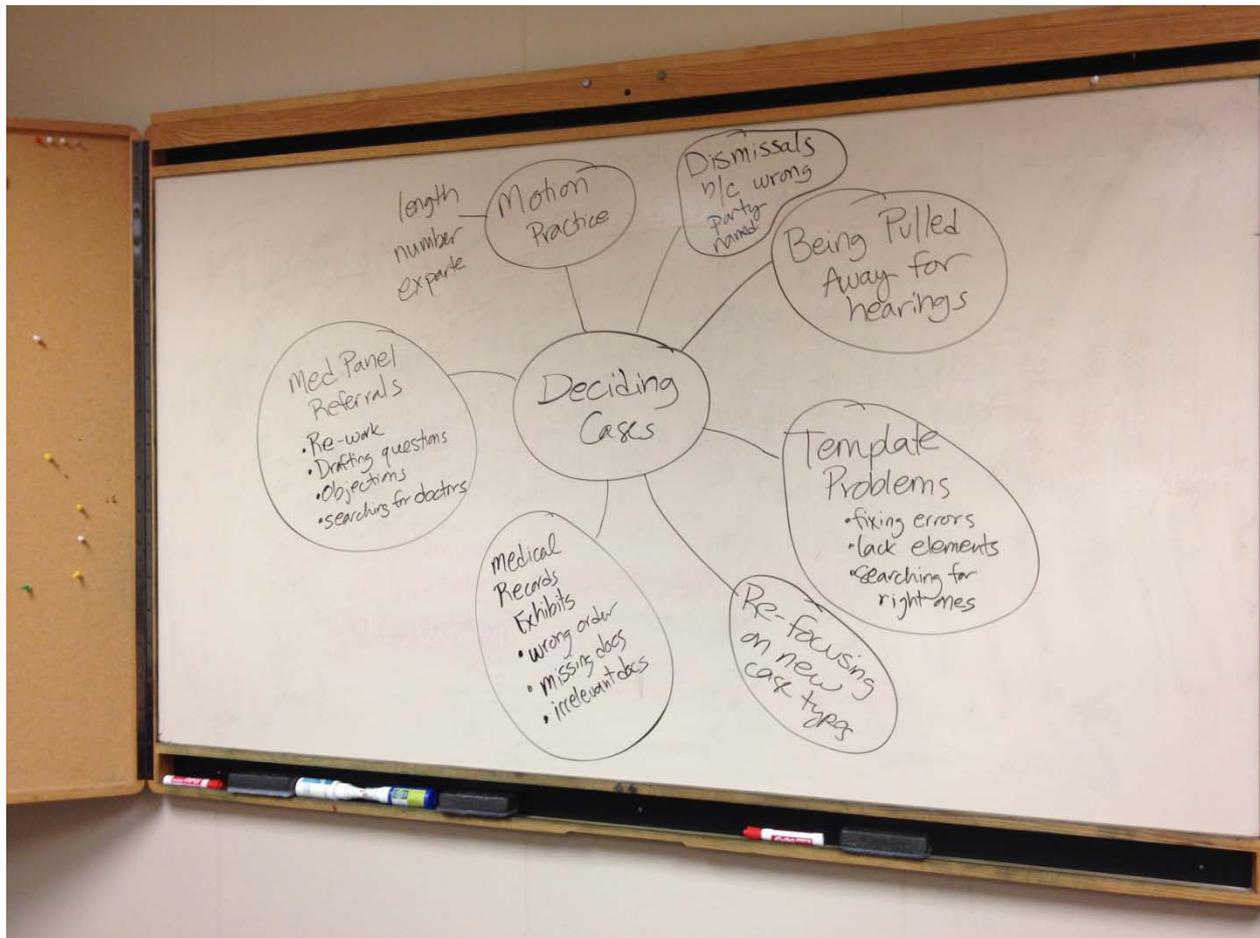
Adjudication Division



Mapping Our Process



Interference Diagram



Some of Our Fixes

- **Templates**
- **Check lists for parties**
- **Rule changes**
 - ▣ **Limit page numbers, types of motions**
- **Specialize case assignments**
- **Hearing calendars**
- **Medical panels**
 - ▣ **Training**
 - ▣ **Uniform questions**

Multitasking

- **Hearing Weeks/Writing Weeks**

Help From Others

- **DWS**
- **Courts**
- **ALJs in Other Agencies**

Measurements

What to Measure & How to Measure it



Quality + Throughput

- **Quality**
 - ▣ **Timeliness**
 - ▣ **Appeals**
- **Throughput**
 - ▣ **Cases Closed**



Review & Change

- **New Bottlenecks**



Results



Overall

- **15% improvement overall**

Writing Times

- **Decisions issued within 60 days went from being 64% compliant to 92%**



Next Challenge

- **Wait time to hearings**



Leadership

Qualities

- **Curiosity**
- **Thoughtfulness**
- **Humility**
- **Determination/Stubbornness**

Quote

- **I'm a strong believer in forward motion. A less-than-great decision is better than no decision or endless dithering. Improvise, adapt, go forward. And remember that credit and blame accrue to the chef in equal proportion. If your subordinates fail, it's your failure. To blame others is loathsome. That itself is failure.**

– Anthony Bourdain

Quote

- **May your choices reflect your hopes, not your fears.**

– Nelson Mandela