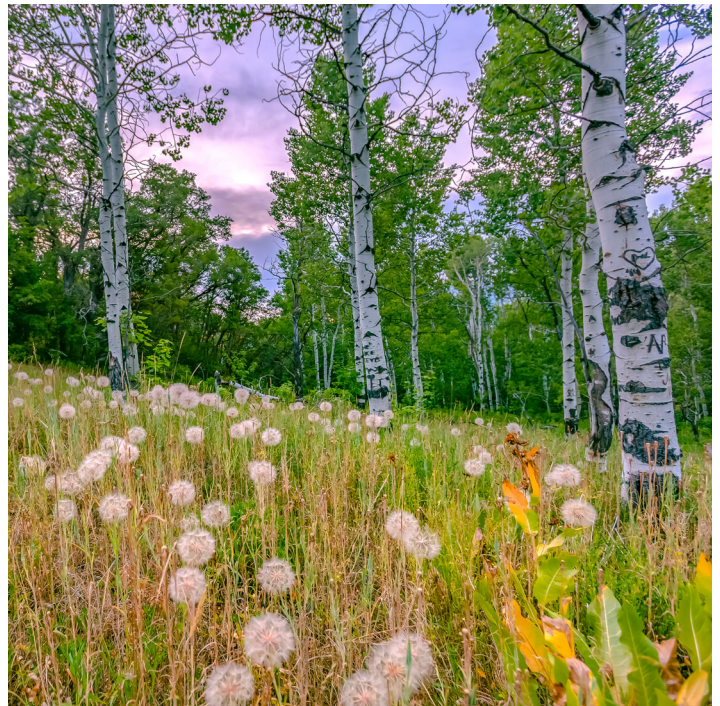


# Annual Work Plans

The following work plans have been established as a tool for the Department to use in allocating resources, budget preparation, and annual goal setting.

Work plans are organized by year and identify the specific strategies to be undertaken by the Department. For each strategy, a champion is responsible for managing the implementation of the strategy. Additionally, the work plans identify a target timeline for strategy implementation and any budget or personnel resources needed.

The Department should refer to these annual work plans at least monthly to ensure that the Department's efforts remain focused on accomplishing the strategic goals outlined in this plan. Work plans may be updated or revised as needed to reflect changes in direction, timelines, or resources available.



## Ongoing Work Plan

| Goal # | Strategy  | Champion                                       | Budget & Resource Needs     | Completion Timeline    | Status   |
|--------|---|--|-----------------------------|------------------------|----------|
| 1      | Provide training on equity, diversity, inclusion, and access.   | Commissioner                                   | Existing budget             | Initiate by April 2022 | Underway |
| 3      | Review statutes as issues arise and, as appropriate, work with legislators to propose solutions.                                      | Office of the Commissioner                     | Existing budget             | Ongoing                | Underway |
| 3      | Respond to customers and close filings, complaints, and investigations in a timely manner.  | H&L and P&C Division Directors                 | Existing budget             | Ongoing                | Underway |
| 3      | Perform efficient, relevant, and timely financial and market conduct examinations or investigations utilizing appropriate guidelines. | FRL, H&L, and P&C Division Directors           | Existing budget             | Ongoing                | Underway |
| 3      | Promote transparency in department processes and decisions unless legally prohibited.   | Office of the Commissioner, Division Directors | Existing budget             | Ongoing                | Underway |
| 3      | Continue to ensure that Department actions and decisions are clear and understandable to the customer.                                | Office of the Commissioner, Division Directors | Existing budget             | Ongoing                | Underway |
| 3      | Continue to host and participate in ongoing dialogue with licensees and industry groups.  | Office of the Commissioner, Division Directors | Existing budget             | Ongoing                | Underway |
| 3      | Pay the fee for an employee to enroll in relevant course or certification programs.   | Finance Director                               | Existing budget             | Ongoing                | Underway |
| 1      | Expedite filling vacancies as they arise.   | Division Directors, Supervisors                | Existing budget, DHRM       | Ongoing                | Underway |
| 3      | Identify and support external training opportunities.   | Division Directors, Supervisors                | Staff time, existing budget | Ongoing                | Underway |

## FY2023 Work Plan

| Goal # | Strategy  | Champion                           | Budget & Resource Needs          | Completion Timeline       | Status |
|--------|---|------------------------------------|----------------------------------|---------------------------|--------|
| 3      | Each division will maintain and internally distribute a prioritized list of courses and certifications that develop relevant skills.  | Division Directors                 | Staff time                       | April 2023                |        |
| 1      | Seek increased compensation for Department employees to remain competitive in the industry.   | Commissioner                       | DHRM, additional budget TBD      | November 2022             |        |
| 3      | Improve efficiency in conducting financial examinations by encouraging analysts and examiners to obtain the Certified Financial Examiner ("CFE") designation.               | FRL Division Director              | Existing budget                  | Five years from hire date |        |
| 1      | Institute team "anchor" days when everybody who is on a specific team works together in person in the office.   | Division Directors                 | N/A                              | Immediate                 |        |
| 1      | Align the number of full-time employees with the Department's needs.  | Commissioner                       | Seek budget and FTE allocations  | March 2023                |        |
| 1      | Establish regular (no less than once per month) one-to-one manager/employee touchpoints to review workload and identify ways in which the manager can support the employee. | Division Directors and Supervisors | Staff time                       | September 2022            |        |
| 3      | Implement a functioning program for customers to obtain information about licensees.  | Deputy Commissioner                | Existing budget, Staff time, DTS | September 2022            |        |
| 3      | Develop a process for examiners to identify and submit potential fraud cases to the Fraud Division.   | Fraud, P&C, H&L Division Directors | Staff time                       | June 2023                 |        |

## FY2024 Work Plan

| Goal # | Strategy   | Champion  | Budget & Resource Needs                            | Completion Timeline | Status |
|--------|--|---|--|---------------------|--------|
| 3      | Twice every year, each division will give a presentation concerning its work to another division.  | Division Directors  | Staff time   | June 2024           |        |
| 3      | Identify senior level employees and assign them as mentors to newer employees.   | Division Directors, Supervisors                             | Staff time   | July 2023           |        |
| 3      | Each division will seek commissioner approval to financially incentivize employees to complete the top priority certification from the list. | Division Directors  | Existing budget, seek additional budget allocation | September 2023      |        |
| 3      | Internally elevate the Department's rules review process to ensure that rules meet statutory scope and facilitate fair regulation.           | PIO, Division Directors                                     | Staff time   | June 2024           |        |
| 3      | Circulate a survey to the NAIC Western Zone about recent methods of enhancing access to the Department's services and innovations.           | Deputy Commissioner, PIO                                    | Staff time   | January 2024        |        |
| 3      | Utilize fraud investigators to mentor analysts and examiners on how to investigate alleged violations of applicable law.                     | Deputy Commissioners, Fraud Director, H&L and P&C Directors | Staff time   | June 2024           |        |

## FY2025 Work Plan

| Goal # | Strategy   | Champion   | Budget & Resource Needs          | Completion Timeline | Status |
|--------|--|--|----------------------------------|---------------------|--------|
| 1      | Provide time and resources for team building activities.   | Leadership, DHRM   | Existing budget                  | June 2025           |        |
| 1      | Conduct an annual employee survey to better understand the needs, challenges, and opportunities of department staff.   | Commissioner, DHRM   | Existing budget                  | July 2024           |        |
| 3      | Support streamlined processes for licensees and consumers to provide information to the Department electronically.   | Deputy Commissioners, Division Directors, DTS                              | Existing budget                  | June 2025           |        |
| 3      | Support implementation of the cloud-based solution to increase efficiencies in the examination process.  | FRL Director, DTS, NAIC  | Existing budget                  | June 2025           |        |
| 3      | Identify best practices to streamline repetitive cases.  | Division Directors   | Staff time                       | December 2024       |        |
| 3      | Formalize a Department emergency response team to better educate those who have been victims of disasters to address their insurance needs.  | Division Directors   | Staff time, existing budget      | June 2025           |        |
| 2      | Identify barriers to obtaining insurance by consulting existing data and literature and by seeking input from private and public organizations.  | All hands on deck, PIO, Senior Advisor on Equity & Opportunity, Leadership | Staff time, existing budget      | June 2025           |        |
| 2      | Reach out to the community, in partnership with industry, associations, and community organizations, to identify culturally responsive and inclusive strategies to better assist underrepresented Utahns with insurance needs. | Leadership, PIO, Senior advisor on Equity & Opportunity                    | Staff time, existing budget      | June 2025           |        |
| 3      | Review and update the Department's website and any other social media presence.  | PIO  | Staff time, existing budget, DTS | June 2025           |        |

## FY2026 Work Plan

| Goal # | Strategy   | Champion  | Budget & Resource Needs            | Completion Timeline | Status |
|--------|--|---|------------------------------------|---------------------|--------|
| 3      | Develop handbooks for consistent policies and procedures that can also be used as a training tool for new employees.   | Leadership  | Staff time                         | June 2026           |        |
| 3      | Advertise the Department's resources through media campaigns, community events, flyers, brochures, and QR codes.   | PIO   | Staff time, seek additional budget | June 2026           |        |
| 2      | Develop, invest in, and implement strategies to extend Department resources to underrepresented groups. Engage licensed entities to increase equitable access, outcomes, and service delivery to underserved Utahns. | Leadership, PIO, Senior Advisor on Equity & Opportunity | Staff time, seek additional budget | June 2026           |        |