

# **EMPLOYMENT DEPARTMENT**

## **Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)**

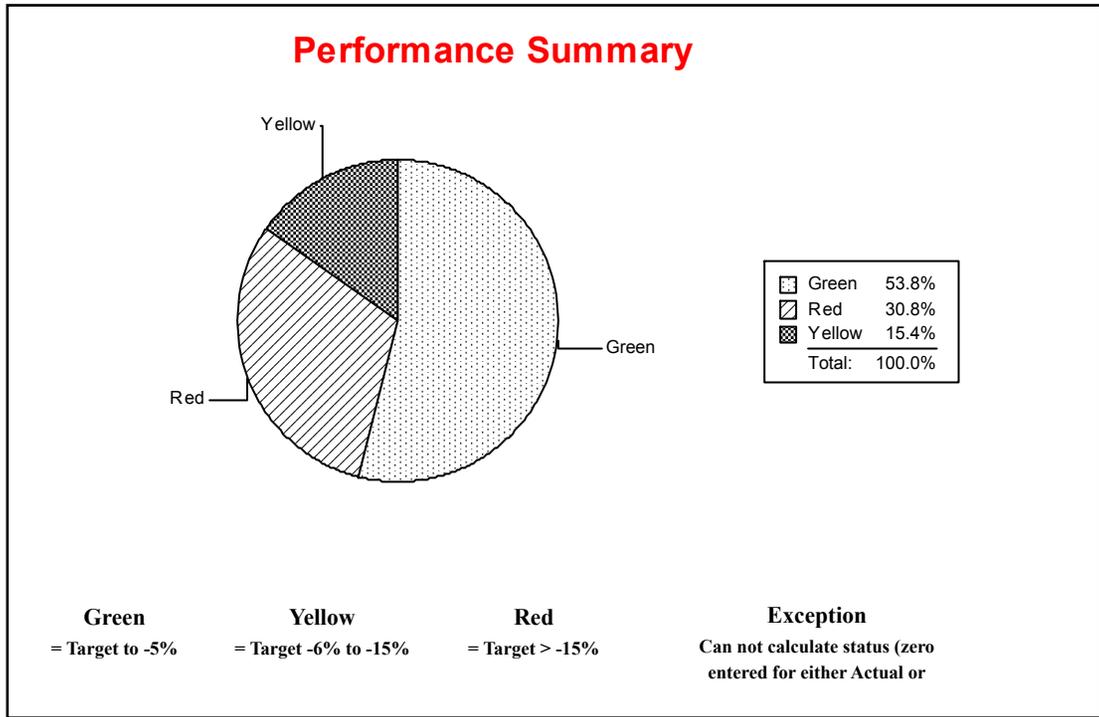
Original Submission Date: 2015

Finalize Date: 10/9/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	ENTERED EMPLOYMENT - % of job seekers who got a job with a new employer after registering with the Employment Department.
2	EMPLOYMENT RETENTION - % of Job Seekers who were in employment two quarters after registering with the Employment Department.
3	COST PER PLACEMENT– total cost of B&ES programs divided by the total number of job seekers entered into employment after receiving services.
4	FIRST PAYMENT TIMELINESS – % of initial unemployment insurance payments made within 21 days of eligibility.
5	NON-MONETARY DETERMINATIONS TIMELINESS – % of claims that are adjudicated within 21 days of issue detection
6	COST PER CLAIM – total cost of UI programs divided by the total number of initial claims for UI benefits filed.
7	UNEMPLOYMENT INSURANCE APPEALS TIMELINESS – % of cases requesting a hearing that are heard or are otherwise resolved within 30 days of the date of request.
8	NON-UNEMPLOYMENT INSURANCE APPEALS TIMELINESS - Percentage of orders issued within the standards established by the user agencies.
9	AVERAGE DAYS TO ISSUE AN ORDER - Average number of days to issue an order following the close of record.
10	COST PER REFERRAL TO OAH – total cost of OAH programs divided by the total number of referrals.
11	HIGHER AUTHORITY APPEALS TIMELINESS – % of cases requesting an appeal that receive a decision within 45 days of the date of request.
12	TIMELINESS OF NEW STATUS DETERMINATIONS - % of new status determinations completed within 90 days of the end of the liable quarter.
13	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

<b>New Delete</b>	<b>Proposed Key Performance Measures (KPM's) for Biennium 2015-2017</b>
	<b>Title:</b>  <b>Rationale:</b>

<b>EMPLOYMENT DEPARTMENT</b>	<b>I. EXECUTIVE SUMMARY</b>
<b>Agency Mission:</b> The mission of the Oregon Employment Department is to Support Business and Promote Employment.	
<b>Contact:</b> Michelle Scala	<b>Contact Phone:</b> 503-947-1838
<b>Alternate:</b> Jennifer Shawcross	<b>Alternate Phone:</b> 503-947-1306



**1. SCOPE OF REPORT**

Unemployment Insurance (UI) Business and Employment Services (B & ES) Office of Administrative Hearings (OAH)

**2. THE OREGON CONTEXT**

Related Oregon Benchmarks (OBM): OBM 1: Employment Dispersion OBM 4: Net Job Growth OBM 12: Annual Payroll OBM 14: Wages over 150% of

### 3. PERFORMANCE SUMMARY

**KPMs MAKING PROGRESS (at or trending toward target achievement):**KPM 1 Entered Employment (Green)KPM 2 Employment Retention (Green)

KPM 4 First Payment Timeliness (Green)KPM 7 UI Appeals Timeliness (Green)KPM 9 Average Days to issue an Order (Green)KPM 11 Higher Authority Appeals Timeliness (Green) **KPMs NOT MAKING PROGRESS (not trending toward target achievement):**

KPM 3 Cost Per Placement (Red)KPM 5 Non-Monetary Determinations Timeliness (Yellow) KPM 6 Cost per Claim (Red)KPM 8 Non-UI Appeals Timeliness (Green) KPM 10 Cost per Referral (Yellow)KPM 12 Timeliness of New Status Determinations (Red)KPM 13 Customer Service - all categories (Red)

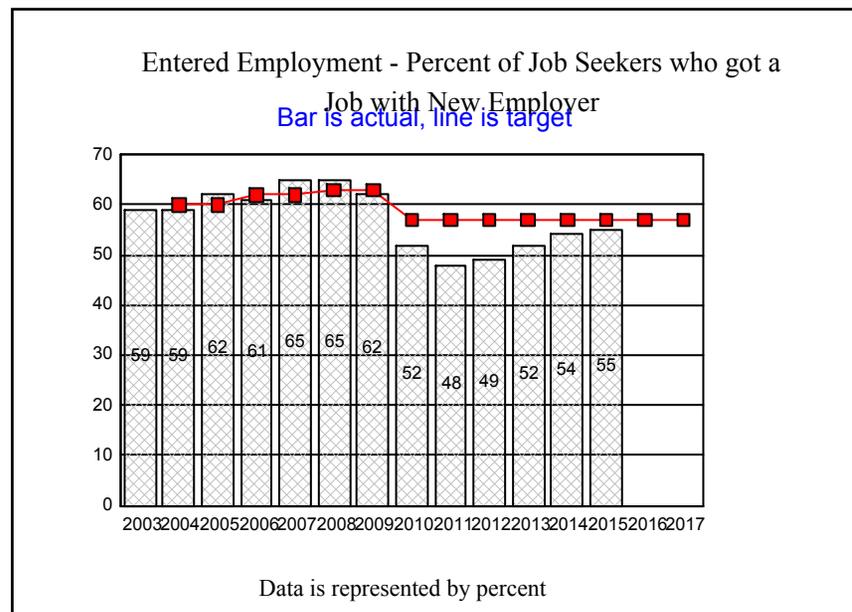
### 4. CHALLENGES

The economy has improved significantly in the past year and unemployment rates have fallen, resulting in fewer people seeking unemployment insurance benefits. Labor demand has generally increased and demand remains high for workers with specific skills. Amid these demands, an increasingly significant mismatch exists between those seeking employment and the skills needed by employers, especially in rural areas. The Oregon Employment Department's continued efforts to assist the unemployed find new jobs more quickly, while also reducing and recovering benefit overpayments remains a challenge. In addition, the Department is constrained with the use of outdated technology.

### 5. RESOURCES AND EFFICIENCY

The following Key Performance Measures are efficiency measures:KPM #3: Cost per Placement KPM #6: Cost per Claim KPM #10: Cost per Referral to OAH (Office of Administrative Hearings)

<b>KPM #1</b>	ENTERED EMPLOYMENT - % of job seekers who got a job with a new employer after registering with the Employment Department.	2002
<b>Goal</b>	Goal 1 Match Employers with Job Seekers	
<b>Oregon Context</b>	OBM 1, 4, 12, 14, 15	
<b>Data Source</b>	US Department of Labor Form ETA 9002	
<b>Owner</b>	Business & Employment Services (B&ES) Gus Johnson (503) 947-1673	



**1. OUR STRATEGY**

Improve employment outcomes through customizable and targeted services.

## 2. ABOUT THE TARGETS

Targets are negotiated directly between OED and the US Department of Labor. The SFY 2015 target was 57%. A higher percent of job seekers entering employment is better.

## 3. HOW WE ARE DOING

Performance increased to 55% in SFY 2015 from 54% in SFY 2014.

## 4. HOW WE COMPARE

This is a national measure.

## 5. FACTORS AFFECTING RESULTS

This measure is impacted by labor market conditions. When the unemployment rate is low, we have found that fewer job seekers seek service, and those that are unemployed generally require more staff assistance during each visit. Our business processes have changed to accommodate these customer trends.

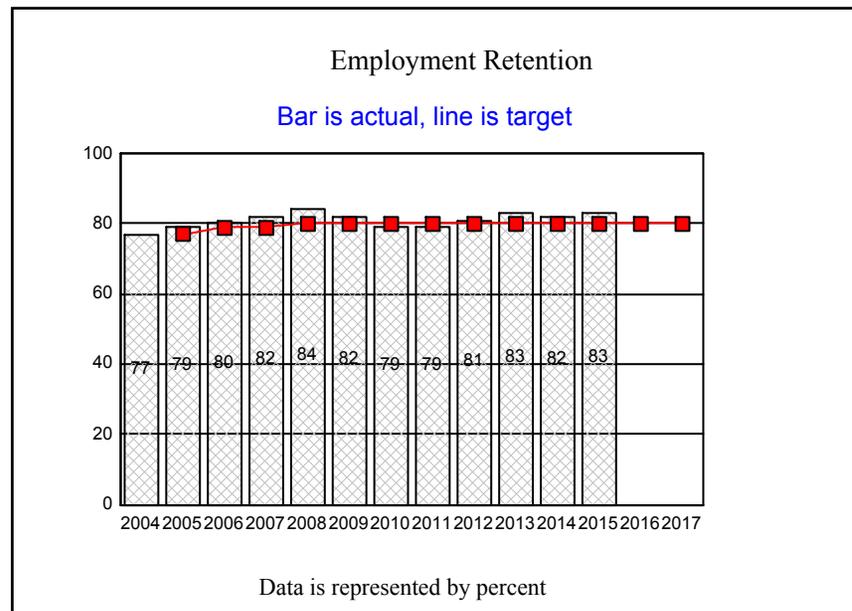
## 6. WHAT NEEDS TO BE DONE

The Employment Department, along with its partners in WorkSource Oregon, will continue to provide reemployment services to job seekers. We will continue our current effort to customize business services to assist employers in filling current job openings with well-qualified Oregonians., while supporting the Oregon Workforce Investment Board strategic plan to focus services toward specific industry sectors and targeted populations.

## 7. ABOUT THE DATA

The data source is US Department of Labor ETA 9002.

<b>KPM #2</b>	EMPLOYMENT RETENTION - % of Job Seekers who were in employment two quarters after registering with the Employment Department.	2003
<b>Goal</b>	Goal 1 Match Employers with Job Seekers	
<b>Oregon Context</b>	OBM 1, 4, 12, 14, 15	
<b>Data Source</b>	US Department of Labor Form ETA 9002	
<b>Owner</b>	Business & Employment Services (B&ES) Gus Johnson (503) 947-1673	



**1. OUR STRATEGY**

Continue work to improve alignment of job seeker skills with employer needs.

**2. ABOUT THE TARGETS**

Targets are negotiated directly between OED and the US Department of Labor. The SFY 2015 target remained at the 80% level. A higher percent of job seekers retaining employment is better.

**3. HOW WE ARE DOING**

83% of job seekers who obtained employment after receiving services at OED were still in their job 6 months after they were hired.

**4. HOW WE COMPARE**

This is a national measure. Oregon performs above national target levels.

**5. FACTORS AFFECTING RESULTS**

A good alignment between employer needs and the interests and skills of job seekers improved job retention. This measure shows that workers getting a job after receiving workforce services remain employed, indicating a good match was made between the employers and new hires.

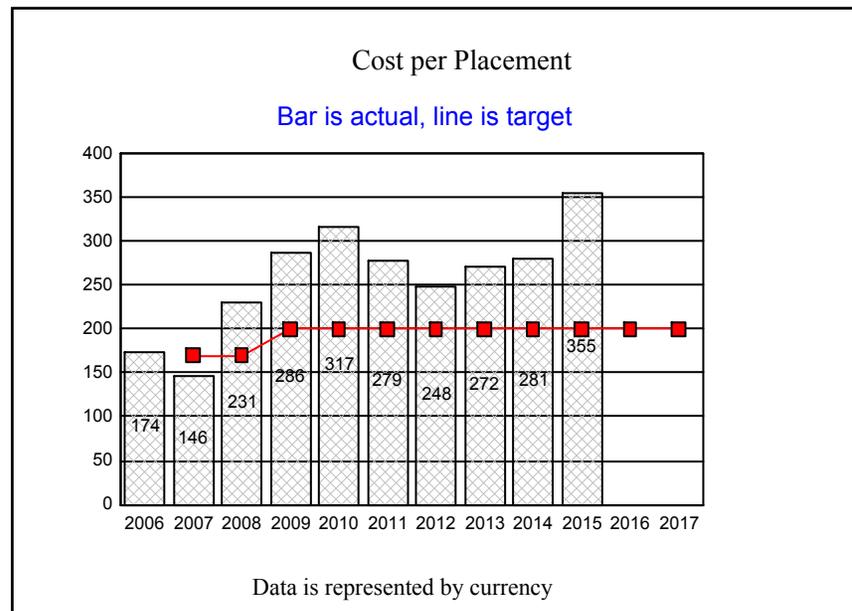
**6. WHAT NEEDS TO BE DONE**

OED will continue to review and continually improve services to job seekers and employers, in collaboration with our WorkSource Oregon partners.

**7. ABOUT THE DATA**

The data source is US Department of Labor form ETA 9002. The data reported here is by Oregon fiscal year.

<b>KPM #3</b>	COST PER PLACEMENT– total cost of B&ES programs divided by the total number of job seekers entered into employment after receiving services.	2005
<b>Goal</b>	Goal 1 Match Employers with Job Seekers	
<b>Oregon Context</b>	Oregon Benchmarks (OBM) 1, 4, 12, 14, 15	
<b>Data Source</b>	Agency Budget, iMatchSkills Database	
<b>Owner</b>	Business & Employment Services (B&ES) Gus Johnson, (503)947-1673	



**1. OUR STRATEGY**

The agency continues to be conscious of budgetary constraints and fiscal responsibility. We will continue to work with our partners to leverage resources, reduce costs and address changing customer needs while seeking to improve outcomes across local communities.

## 2. ABOUT THE TARGETS

Lower is better.

## 3. HOW WE ARE DOING

The number of placements was 123,171. The SFY 2015 expenditures in Business and Employment Services was \$43,728,742. The cost per placement was \$355, a 26% increase over last year's cost per placement.

## 4. HOW WE COMPARE

There is no national measure compiled for comparison.

## 5. FACTORS AFFECTING RESULTS

This performance measure is sensitive to employer competition for workers, and the alignment of available jobs relative to the interests and skills of job seekers. In the current market, those that are unemployed generally have greater barriers to employment and we have found that they require more staff assistance during each visit. Our business processes have changed to provide additional assistance and time needed to help job seekers find work. This also aligns with the expectations of our federal funders that workforce programs provide a higher level of intensive service to individuals, which often requires more resources, thus increasing the cost per customer. The current combination of these factors has a compounding, negative impact on how this measure scores performance.

## 6. WHAT NEEDS TO BE DONE

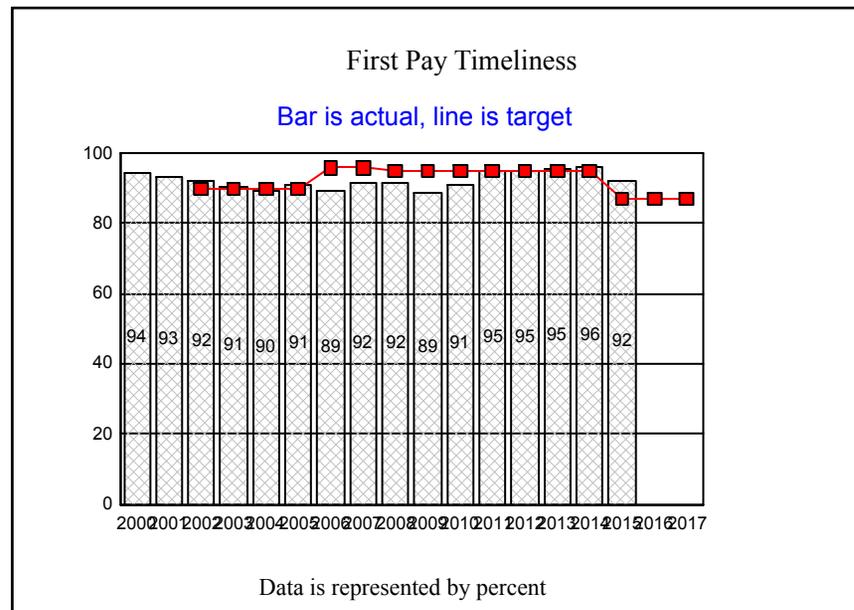
The Oregon Employment Department will continue work with state and local partners to effectively address the labor needs of Oregon businesses, and to connect job seekers to available employment opportunities.. Customized services to employers are proving to be effective and will provide a feedback loop to tailor job seeker services to meet local demand.

## 7. ABOUT THE DATA

Data sources are the Agency Expenditure Control and iMatchSkills database. Data is based on Oregon fiscal year. The costs component is based on the total Business Employment Services program costs directly related to the placement process. The Placement definition refers to placement types that can be

routinely verified.

<b>KPM #4</b>	FIRST PAYMENT TIMELINESS – % of initial unemployment insurance payments made within 21 days of eligibility.	1999
<b>Goal</b>	Goal 2 Timely, Fair & Accurate Unemployment Insurance Payments	
<b>Oregon Context</b>	Oregon Benchmarks (OBM) 12, 14	
<b>Data Source</b>	US Department of Labor Form ETA 9050	
<b>Owner</b>	Unemployment Insurance David K. Gerstenfeld (503) 947-1707	



**1. OUR STRATEGY**

We continue to pursue efficiencies by streamlining Unemployment Insurance (UI) processes to improve timeliness and customer care.

**2. ABOUT THE TARGETS**

Higher is better.

**3. HOW WE ARE DOING**

The timeliness of first payments decreased to 92.3% from 96.3%.

**4. HOW WE COMPARE**

At 92.3% we were above the US Department of Labor standard of 87%.

**5. FACTORS AFFECTING RESULTS**

The Employment Department continues to make timely benefit payments a priority. Staffing levels have declined, but so has the volume of benefit claims. Efforts to reduce benefit overpayments requires more scrutiny of more claims which makes it difficult to timely pay benefits. During the past year, two call center offices, which are key in processing claims, were consolidated into a single new location. This disruption, while reducing costs, led to the loss of experienced staff and business process disruptions, contributing to the decline in performance on this measure.

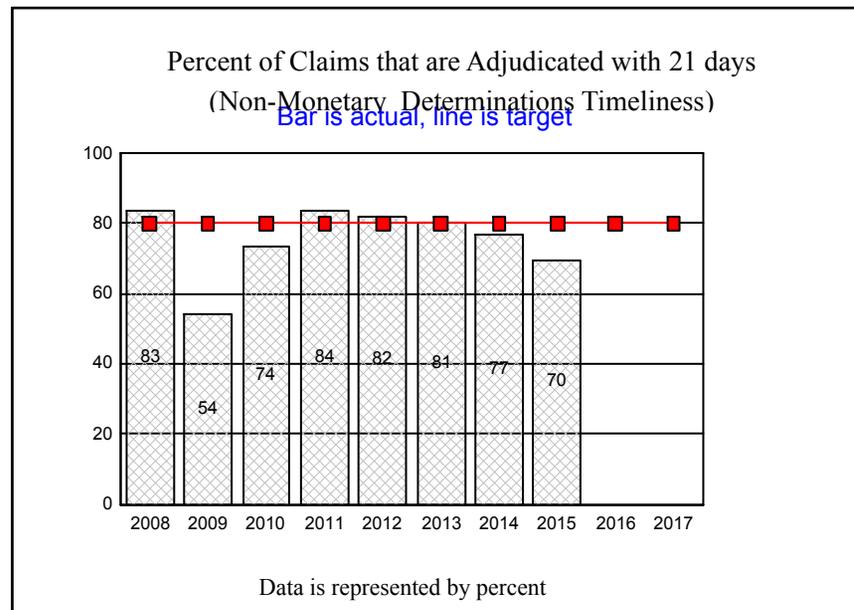
**6. WHAT NEEDS TO BE DONE**

No action required.

**7. ABOUT THE DATA**

The data source is US Department of Labor report ETA 9050. The data reported here is by Oregon fiscal year.

<b>KPM #5</b>	NON-MONETARY DETERMINATIONS TIMELINESS – % of claims that are adjudicated within 21 days of issue detection	2007
<b>Goal</b>	Goal 2 Timely, Fair & Accurate Unemployment Insurance (UI) Payments	
<b>Oregon Context</b>	Mission: The Mission of the Oregon Employment Department is to Support Business and Promote Employment.	
<b>Data Source</b>	US Department of Labor (DOL) Form ETA 9052	
<b>Owner</b>	Unemployment Insurance David K. Gerstenfeld (503) 947-1707	



**1. OUR STRATEGY**

We are seeking new efficiencies through process improvements that will result in improved timeliness without sacrificing customer service. We are also increasingly focused on setting individual performance standards for staff and helping them meet those standards.

**2. ABOUT THE TARGETS**

Higher is better.

**3. HOW WE ARE DOING**

The percent of timely non-monetary determinations was 69.5%, a drop from 77%.

**4. HOW WE COMPARE**

69.5% of the non-monetary determinations were written within 21 days, under the DOL standard of 80%.

**5. FACTORS AFFECTING RESULTS**

The focus on preventing overpayments has resulted in finding more issues that need to be investigated and adjudicated. The consolidation of our call center locations led to a loss of experienced staff. Some staff were not replaced due to declining revenue; it took time to hire and train those that were replaced resulting in lost productivity. Many processes related to making these decisions are overly manual and inefficient.

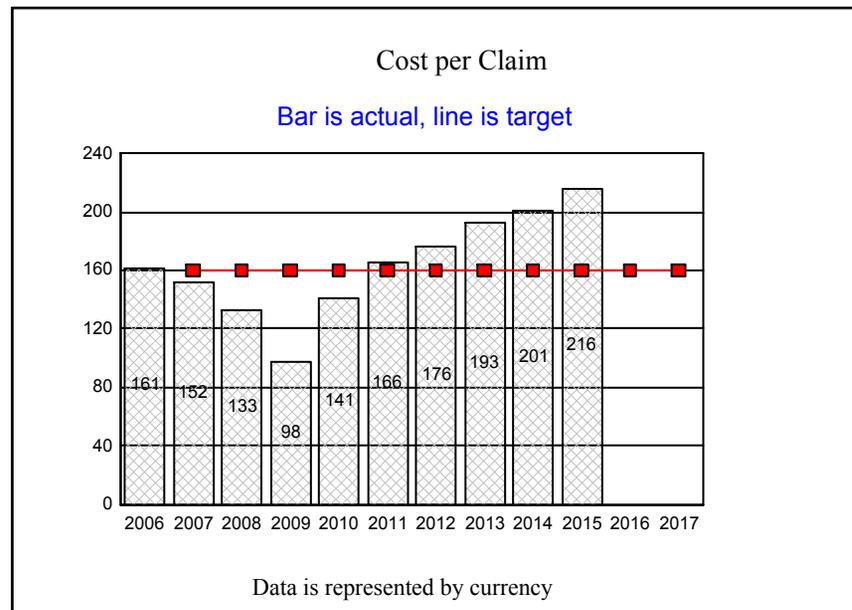
**6. WHAT NEEDS TO BE DONE**

Some of these work processes need to be automated but cannot be until our larger modernization effort is completed. We are using the Lean Six Sigma approach to redesign business processes which has already eliminated several process delays. Further work will be done to reduce processes that cause avoidable delays and to better assign and process the work needed to timely issue non-monetary determinations. Performance expectations of staff will also be reevaluated to ensure we are making efficient use of our resources.

**7. ABOUT THE DATA**

The data source is the US Department of Labor ETA 9052. Reported data is based on Oregon fiscal year.

<b>KPM #6</b>	COST PER CLAIM – total cost of UI programs divided by the total number of initial claims for UI benefits filed.	2005
<b>Goal</b>	Goal 2 Timely, Fair & Accurate Unemployment Insurance (UI) Payments	
<b>Oregon Context</b>	Mission Oregon Benchmarks (OBM) 12, 14	
<b>Data Source</b>	OED Agency Budget, US Department of Labor Form ETA 5159	
<b>Owner</b>	Unemployment Insurance (UI) David K.Gerstenfeld (503)947-1707	



**1. OUR STRATEGY**

We continue to pursue efficiencies from centralization and new technology implementation in order to streamline UI process to improve timeliness and customer service.

## 2. ABOUT THE TARGETS

Lower is better.

## 3. HOW WE ARE DOING

In SFY 2015, there were 281,097 claims with costs for UI activities of \$60,709,038. The cost per claim was \$216, which is an increase over the SFY 2014 cost per claim of \$201. The number of claims processed decreased by almost 50,000.

## 4. HOW WE COMPARE

No external comparison is currently available.

## 5. FACTORS AFFECTING RESULTS

The cost per claim has a tendency to go down during recessionary periods and increase as the market recovers. The volume of claims drops faster than expenses, especially as some of those expenses are fixed costs. Limited abilities of our current technology restrict the ability to automate some currently manual processes. Efforts to decrease benefit overpayments and better identify and recover overpayments create additional work that tend to increase the cost of administering the claims system.

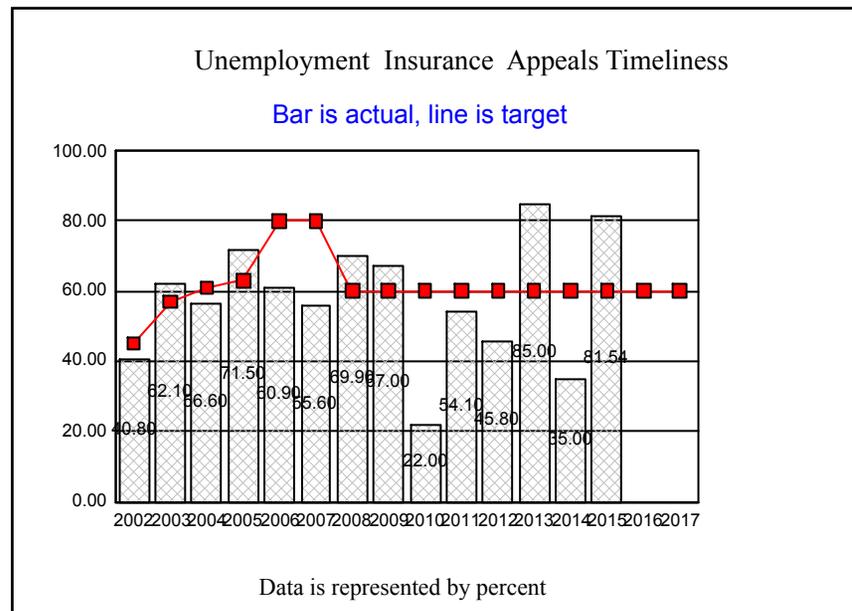
## 6. WHAT NEEDS TO BE DONE

Currently many of the claim processes require intense staff involvement. To improve efficiencies, OED is looking at automating claim processes by modernizing the technical and business environments so that staff efforts can be used for higher value tasks. Ongoing efforts need to focus on service delivery efficiency to let us decrease infrastructure costs while maintaining service levels. OED is focusing on making the UI system more "self-service" for the public to further decrease costs. Staff levels are decreasing to correspond with decreasing UI benefit claims and declining federal revenue. OED is in the very initial stages of modernizing the UI system. This is anticipated to take multiple biennia, but to ultimately result in significant efficiency gains through automating currently manual tasks. We are working on shorter term projects to reduce costs including using electronic communications instead of paper where possible. We are using the Lean process to streamline business process to become more efficient.

## 7. ABOUT THE DATA

Data sources are UI expenditure reports generated from the Statewide Financial Management System and the US Department of Labor form ETA 5159. Financial data is verified through the UI program and Agency fiscal support service. Expenditures are reported by UI revenue source. Report data is based on Oregon fiscal year.

<b>KPM #7</b>	UNEMPLOYMENT INSURANCE APPEALS TIMELINESS – % of cases requesting a hearing that are heard or are otherwise resolved within 30 days of the date of request.	1999
<b>Goal</b>	Goal 2 Timely, Fair and Accurate Unemployment Insurance (UI) Payments	
<b>Oregon Context</b>	Mission: The Mission of the Oregon Employment Department is to Support Business and Promote Employment.	
<b>Data Source</b>	US Department of Labor (DOL) Form ETA 9054	
<b>Owner</b>	Office of Administrative Hearings (OAH) Gary Tyler, Chief Administrative Law Judge, 503-947-1516	



**1. OUR STRATEGY**

Ensure timely scheduling of unemployment insurance (UI) hearings.

**2. ABOUT THE TARGETS**

A higher percentage is better

**3. HOW WE ARE DOING**

Our performance was at 81.54% which is well above the target of 60%.

**4. HOW WE COMPARE**

Our performance was at 81.54% which is a significant improvement over SFY 2014 when our performance had fallen to 35%.

**5. FACTORS AFFECTING RESULTS**

The OAH hired additional Administrative Law Judges to eliminate a backlog of UI hearing referrals during SFY 2014. Elimination of the backlog and maintaining adequate staffing levels has allowed the OAH to timely schedule UI hearings through SFY 2015.

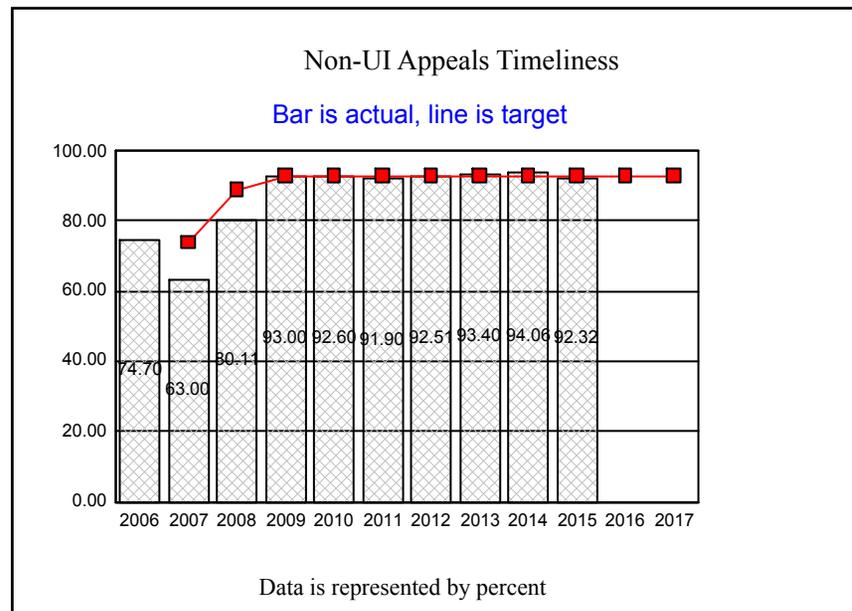
**6. WHAT NEEDS TO BE DONE**

Continue to monitor referrals and continue to utilize cross-trained staff to ensure that hearings are timely scheduled.

**7. ABOUT THE DATA**

The data source is the US Department of Labor form ETA 9054. Data reported here is by Oregon fiscal year ending June 30, 2015.

<b>KPM #8</b>	NON-UNEMPLOYMENT INSURANCE APPEALS TIMELINESS - Percentage of orders issued within the standards established by the user agencies.	2005
<b>Goal</b>	Goal 5 Timely, Fair and Accurate Appeals	
<b>Oregon Context</b>	Mission Oregon Benchmarks (OBM) 12, 14	
<b>Data Source</b>	Office of Administrative Hearings database	
<b>Owner</b>	Office of Administrative Hearings (OAH) (503) 947-1919	



**1. OUR STRATEGY**

Monitor decision deadlines to ensure that orders are issued within established timeframes.

**2. ABOUT THE TARGETS**

Higher is better.

**3. HOW WE ARE DOING**

The percentage of non-UI cases disposed of within the standards for SFY 2015 was 92.32% which is slightly below the standard of 93%.

**4. HOW WE COMPARE**

The percentage of non-UI cases disposed of within the standards for SFY 2015 decreased to 92.32% from 94.06% in SFY 2014.

**5. FACTORS AFFECTING RESULTS**

Deadlines in one program area are measured from date of hearing request. Delays in receiving referrals in that program prevented timely scheduling of hearings. Small number of orders in other program areas delayed due to workload and complexity of hearing issues.

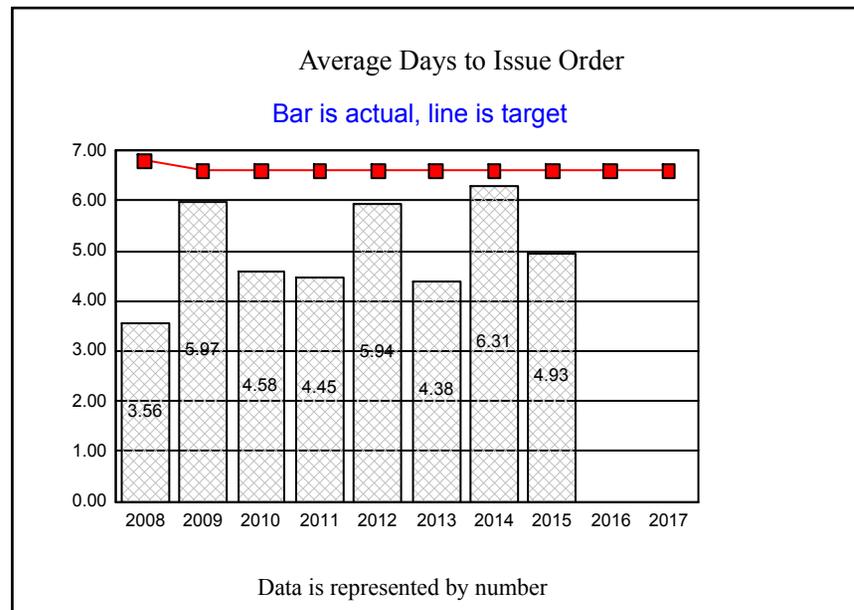
**6. WHAT NEEDS TO BE DONE**

The OAH has implemented a new order tracking process to allow managers to more closely monitor orders that may be late.

**7. ABOUT THE DATA**

Data source is the Office of Administrative Hearings (OAH) database. Data is based on Oregon fiscal year.

<b>KPM #9</b>	AVERAGE DAYS TO ISSUE AN ORDER - Average number of days to issue an order following the close of record.	2005
<b>Goal</b>	Goal 5 Timely, Fair & Accurate Appeals	
<b>Oregon Context</b>	OBM 12 Annual Payroll, OBM 14 Wages over 150% of Poverty	
<b>Data Source</b>	Office of Administrative Hearings (OAH) database. Data is based on Oregon fiscal year.	
<b>Owner</b>	Office of Administrative Hearings (OAH) (503)947-1919	



**1. OUR STRATEGY**

Produce legally sufficient decisions as promptly as possible.

**2. ABOUT THE TARGETS**

Lower is better.

**3. HOW WE ARE DOING**

During SFY 2015 achievement improved to 4.93 days, below the target of 6.6 days.

**4. HOW WE COMPARE**

SFY 2015 was 4.39 days compared to 6.31 days in SFY 2014.

**5. FACTORS AFFECTING RESULTS**

Implementation of new case management system in several program areas in SFY 2014 led to some delays caused by staff training and adaptation to the new system. By SFY 2015, staff members in affected program areas were fully trained and proficient in new system resulting in fewer delays in issuing orders.

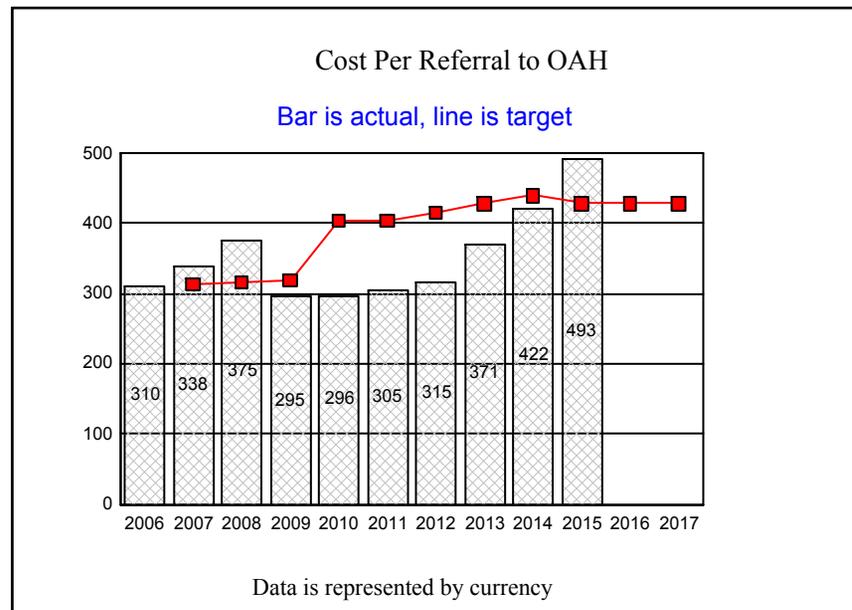
**6. WHAT NEEDS TO BE DONE**

Continue to monitor programs and look for efficiencies with improved technology.

**7. ABOUT THE DATA**

The data source is the Office of Administrative Hearings database. Data is based on Oregon fiscal year.

<b>KPM #10</b>	COST PER REFERRAL TO OAH – total cost of OAH programs divided by the total number of referrals.	2005
<b>Goal</b>	Goal 5 Timely, Fair & Accurate Appeals	
<b>Oregon Context</b>	Oregon Benchmarks OBM 12 Annual Payroll, OBM 14 Wages over 150% of Poverty	
<b>Data Source</b>	Oregon Employment Department Agency Budget, Office of Administrative Hearings (OAH) Database	
<b>Owner</b>	Office of Administrative Hearings (OAH) (503) 947-1919	



**1. OUR STRATEGY**

Maintain service levels without increasing costs to sending agencies.

**2. ABOUT THE TARGETS**

Lower is better.

**3. HOW WE ARE DOING**

Average cost of referral was \$493 which is higher than the target of \$429.

**4. HOW WE COMPARE**

Cost per referral increased for the OAH to \$493 from \$422 in FY 2014.

**5. FACTORS AFFECTING RESULTS**

There was a significant decline in UI hearing referrals. Because these cases are the lowest cost hearings conducted by the OAH, any decline in UI referrals increases overall average costs. There were cost increases in other programs due to increased salaries and benefits of existing staff, cross-training, and technology costs associated with implementing case management for DMV cases. There was also a significant backlog in UI Relief of Charges cases which resulted in significantly higher number of dispositions than incoming referrals. The averages were also affected by higher than anticipated costs in administrative support and technical services.

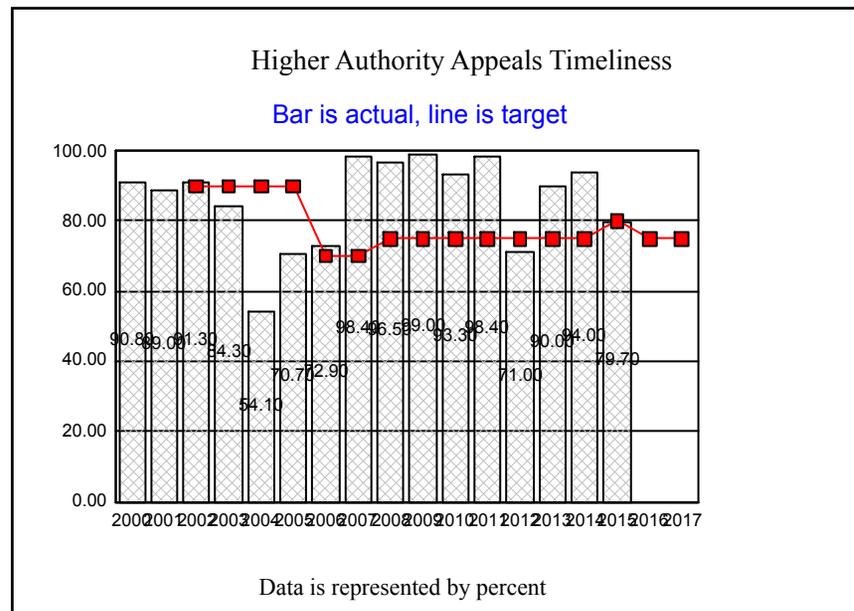
**6. WHAT NEEDS TO BE DONE**

Continue to monitor programs and look for efficiencies in scheduling and improved technology. Utilize cross-trained staff into other program areas to minimize down time when there is a decrease of referrals.

**7. ABOUT THE DATA**

The data source is a combination of the time system, billing system and the OAH database. Reported data is based on Oregon fiscal year.

<b>KPM #11</b>	HIGHER AUTHORITY APPEALS TIMELINESS – % of cases requesting an appeal that receive a decision within 45 days of the date of request.	1999
<b>Goal</b>	Goal 2 Timely, Fair and Accurate Unemployment Insurance Payments	
<b>Oregon Context</b>	Oregon Benchmarks (OBM) OBM 12 Annual Payroll, OBM 14; Wages over 150% of Poverty	
<b>Data Source</b>	US Department of Labor (DOL) form ETA 9054	
<b>Owner</b>	Employment Appeals Board (EAB) Susan Rossiter (503) 378-2106	



**1. OUR STRATEGY**

Continue to respond to requests for hearing in a timely manner.

**2. ABOUT THE TARGETS**

Higher is better.

**3. HOW WE ARE DOING**

The percent of appeals that received a decision within 45 days was 79.7% for SFY 2015.

**4. HOW WE COMPARE**

Although EAB declined in this measure over the last year, EAB has consistently performed well above the national average of 50%.

**5. FACTORS AFFECTING RESULTS**

Reductions in staff and budgetary considerations have led to the loss of experienced staff and created challenges for EAB in the last year. Administrative support was also reduced in a cooperative and strategic effort with UI and OAH to improve minutes per unit calculations, with the tradeoff of being some higher appeal timeliness. The successful implementation of the eCourt case management system has made it possible to continue issuing a high percentage of decisions within 45 days, despite the reduction in staff. EAB anticipates improving higher appeal timeliness above the new target of 80% in time for the next scheduled performance measure in 2016.

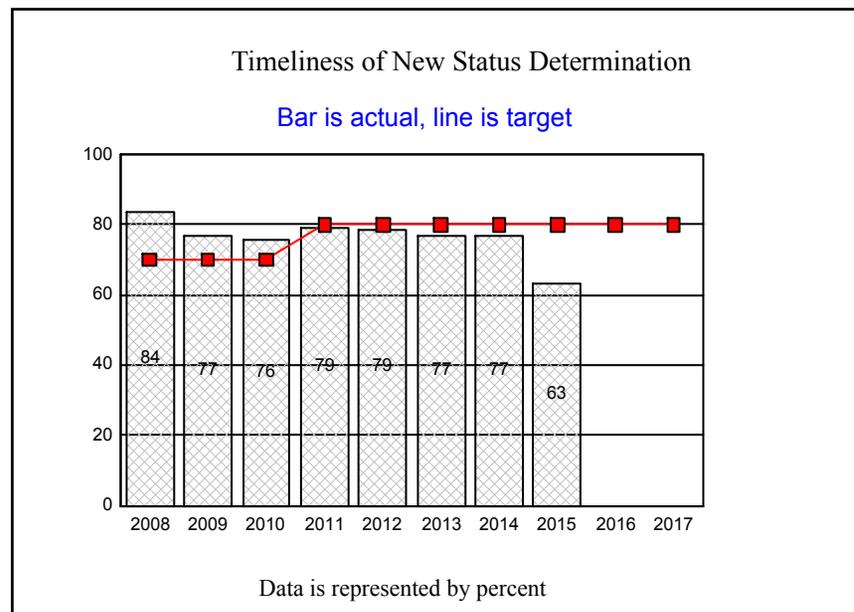
**6. WHAT NEEDS TO BE DONE**

Sincere and sustained efforts to improve identified defects and inefficiencies in its adjudication and appeals processes across all three levels (OED, OAH and EAB).

**7. ABOUT THE DATA**

The data source is the US Department of Labor (DOL) ETA 9054 report. Data is based on Oregon fiscal year, July 1 - June 30th.

<b>KPM #12</b>	TIMELINESS OF NEW STATUS DETERMINATIONS - % of new status determinations completed within 90 days of the end of the liable quarter.	2007
<b>Goal</b>	Goal 3 Maintain Solvent Trust Fund	
<b>Oregon Context</b>	Mission Oregon Benchmark (OBM) 12, 14	
<b>Data Source</b>	US Department of Labor (DOL) Tax Performance System (TPS)	
<b>Owner</b>	Unemployment Insurance David K. Gerstenfeld (503) 947-1707	



**1. OUR STRATEGY**

To implement a process to monitor and ensure tax accounts are established within 90 days of the end of the first of the quarter in which liability occurs. The UI Tax system is dependent on an aging technical infrastructure and many non-automated processes. OED continues to explore ways to modernize the business

and technical environments so that businesses are able to use a 'self-service' model and to take advantage of automation where possible. Some interactions are self-service and others are more automated.

**2. ABOUT THE TARGETS**

Higher is better. The target is to process 80% of new registrations within 90 days of the end of the first quarter in which liability occur.

**3. HOW WE ARE DOING**

63.4% of registrations were completed within 90 days.

**4. HOW WE COMPARE**

Performance declined in SFY 2015 from prior years and remains below the DOL target of 70%. Oregon's level of performance in the measure is below the national average of 88%.

**5. FACTORS AFFECTING RESULTS**

The main reason for performance challenges was receiving untimely registrations from some employers: in many instances the Employment Department did not receive the initial registration paperwork from the employer until after the timeline for making a determination had already passed. Other challenges included receiving duplicate registrations, interfering with those parts of our processes that are automated and requiring significant additional manual work to remedy.

**6. WHAT NEEDS TO BE DONE**

Develop and implement an automated reporting system to monitor progress to allow for better management of the registration process. Outreach to employers and their representatives to reduce the number of registrations that are filed late.

**7. ABOUT THE DATA**

Data source is US Department of Labor Tax Performance System (TPS) and form ETA 581. Data is reported based on Oregon fiscal year.

<b>KPM #13</b>	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2005
<b>Goal</b>	Mission: The Mission of the Oregon Employment Department is to Support Business and Promote Employment.	
<b>Oregon Context</b>	Oregon Benchmarks (OBM) 1, 4, 12, 14, 15	
<b>Data Source</b>	Claimant Survey, Business-Employer Survey, Job Seeker-Customer Survey	
<b>Owner</b>	Michelle Scala (503) 947-1838	



1. OUR STRATEGY

We continue to strive to provide all our customers with the highest quality customer service and will continue the WorkSource Oregon integration work to leverage resources, improve service delivery, and provide more meaningful outcomes. We are still in transition and expect to see results over the next biennium. Additionally, we plan to emphasize services toward specific industry sectors and targeted populations.

## 2. ABOUT THE TARGETS

Higher is better.

## 3. HOW WE ARE DOING

Data represents survey responses from UI claimants, other job seekers, and employers. During SFY 2015, OED implemented a new online survey distribution process for sampling all customer groups. The new process provides broader coverage, greater anonymity, and a much larger number of responses than previous processes. OED performance in overall service quality during SFY 2015 was below the target of 95% according to both the old and the new survey processes (84% and 74%, respectively). Although the overall service quality rating is lower using the new process, it is not directly comparable to results from the old process, and does not necessarily indicate a decrease in performance.

## 4. HOW WE COMPARE

Results from SFY 2015 are not comparable to previous results because our survey process changed during SFY 2015. The change broadens the survey population to include more workforce industry customers and reduce selection bias. This ensures more reliable data without changing the original intent of the measure. Our move to an improved customer satisfaction survey process will allow more meaningful comparisons as we move forward.

## 5. FACTORS AFFECTING RESULTS

The number of customers we serve has remained very high compared to historical levels. Decreasing revenues and significant program changes make it challenging to meet customer expectations. Technology tool restrictions impair our ability to modify how we serve our customers.

## 6. WHAT NEEDS TO BE DONE

For unemployment insurance claimants: Customers must be responded to more promptly at all stages of the claims process. While our current technology platforms impair our ability to automate processes and make other changes that would help, we are using the Lean process to streamline processes. In a concerted effort to improve how we communicate with our customers, we are revising our documents to be more helpful and understandable to the public and using customer-based focus groups to help with that process.

For all job seekers (including UI claimants): The workforce redesign effort will strengthen the integration and availability of services provided to job seekers by

state and local partners. Our local offices have implemented a new welcome service that provides information on services earlier in a person's job search. This service should improve the ratings for timeliness and availability of information. Because the process is uniform throughout the state the knowledge and correctness of the information should also improve. OED has begun to use twitter to deliver some job notifications to interested customers. We are beginning to use social media to help keep customers informed on events, changes, and services.

## 7. ABOUT THE DATA

The Customer Service measure is a weighted average of electronic (online) survey results from three separate customer groups: UI claimants, employers, and job seekers.

In SFY 2015, OED implemented a new online survey process for all customer groups over the course of several months. The new process was implemented with UI claimants in March 2015, employers in April 2015, and job seekers in June 2015. Our goal in implementing the new process is to use the same survey approach for all program areas, to meet workforce system and legislative needs with a single survey, and to collect information from a larger set of customers. The new process did not change the intent of the survey or performance measure. The new process did create a broader sampling of all customer groups and reduce bias among respondents. The reported score of 74% in overall service quality is based on the measurable responses of approximately 6,500 customers who were surveyed under the new process: 3,000 Unemployment Insurance claimants, 600 employers, and 2,900 job seekers.

A score of 84% was the most recent computed measure under the old survey process. This rating is based on the responses of 5,200 customers who received services during the period from July 1, 2014 to February 28, 2015: 100 Unemployment Insurance claimants, 200 employers, and 4,900 job seeker customers. However, due to challenges related to limited sampling and inherit selection bias associated with the old process, OED has shifted to the new process for reporting purposes and has excluded this data from the reported measure. Thus, the scores from the old and new data sets are not comparable and conclusions should not be drawn from the change in levels.

<b>EMPLOYMENT DEPARTMENT</b>	<b>III. USING PERFORMANCE DATA</b>
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**Agency Mission:** The mission of the Oregon Employment Department is to Support Business and Promote Employment.

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**The following questions indicate how performance measures and data are used for management and accountability purposes.**

<p><b>1. INCLUSIVITY</b></p>	<p>* <b>Staff:</b> Staff and managers at all levels and from all sections of the agency were represented in a year long performance measure selection process. Staff members from each major division of the agency were asked to compile a list of measures that represented their activities. Those key measures were then presented to a large representative group of managers who chose a number of measures that best represented the overall activity of the agency. Measures are routinely reviewed by the performance coordinator, management and appropriate staff for ongoing relevance and potential changes. New measures or modifications to measures and targets are periodically proposed to represent and measure agency changes and development.</p> <p>* <b>Elected Officials:</b></p> <p>* <b>Stakeholders:</b></p> <p>* <b>Citizens:</b></p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>Measures are used primarily for performance monitoring and compliance with respect to U.S. Department of Labor (DOL) performance standards. Performance measures are available weekly, monthly and/or quarterly for review by management, as appropriate.</p>
<p><b>3 STAFF TRAINING</b></p>	<p>Currently there is no agency-wide training for staff in the use of performance measures.</p>
<p><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff:</b> Performance measure results are also distributed periodically at management meetings for purposes of performance monitoring and decision-making.</p> <p>* <b>Elected Officials:</b> Results of key performance measures are included in the budget requests and presented during legislative session at relevant hearings. Specific or selected relevant performance measures may also be communicated at some legislative hearings between sessions, or in other public communications.</p>

**\* Stakeholders:**

**\* Citizens:** Results of performance measures are available to the general public online at the State of Oregon, Department of Administrative Services website at: <http://www.oregon.gov/DAS/OPB/APPR.shtml>