

EMPLOYMENT RELATIONS BOARD Annual Performance Progress Report (APPR) for Fiscal Year 2015

Original Submission Date: December 2015

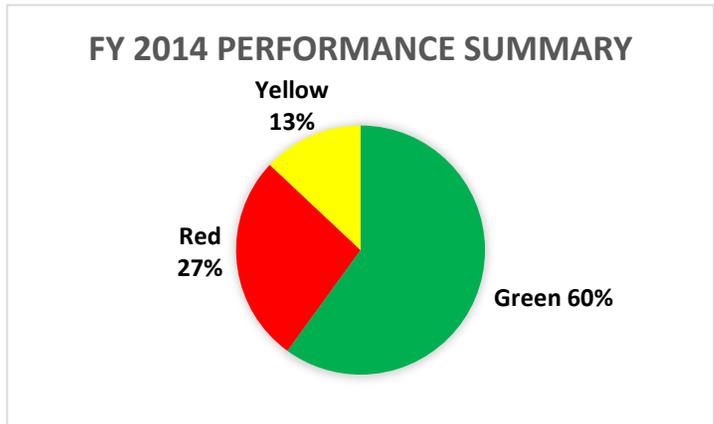
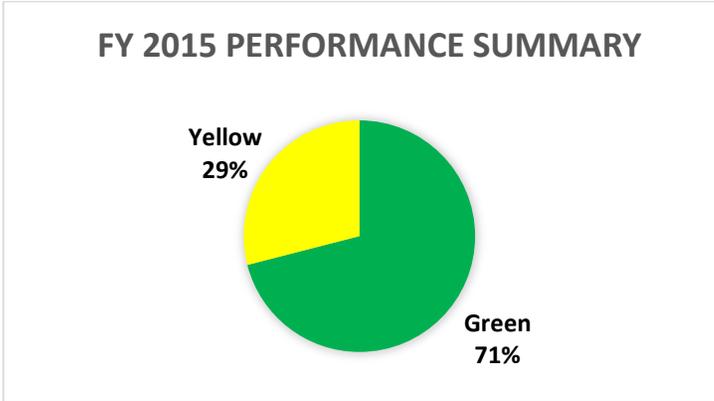
2015-17 KPM#	2015-2017 Key Performance Measures (KPMs)
1	Union representation – Average number of days to resolve a petition for union representation when a contested case hearing is not required.
2	Recommended orders – Average number of days for an Administrative Law Judge to issue a recommended order after the record in a contested case hearing is closed.
3	Final Board orders – Average number of days from submission of a case to the Board until issuance of a final order.
4	Mediation effectiveness – Percentage of contract negotiation disputes that are resolved by mediation for strike-permitted employees.
5	Appeals – Percentage of Board Orders which are reversed on appeal.
6	Mediation effectiveness – Percentage of contract negotiation disputes that are resolved by mediation for strike-prohibited employees.
7	Customer Satisfaction – Percentage of customers rating their overall satisfaction with the agency’s customer service as “good” or “excellent:” overall, timeliness, accuracy, helpfulness, expertise, availability of information.

AGENCY NAME: Employment Relations Board

II. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

Contact: Kathryn A. Logan, Board Chair	Phone: 503-378-3807
Alternate: Juril Stover, Office Administrator	Phone: 503-378-8610



Green = Target to -5%

Yellow = Target -6% to -15%

Red = Target >-15%

Pending = Effective FY 14

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

1. SCOPE OF REPORT

The agency is responsible for four programs: (1) Board and Administration, (2) Conciliation Services, (3) Hearings, and (4) Elections. The programs are each addressed by key performance measures.

The agency is a quasi-judicial body. Similar to the courts, the agency's task is to apply the law in a neutral fashion to resolve disputes between parties. The agency has no interest in which party prevails. The aspect of performance that can most easily be measured is timeliness. As a result, many of the agency's performance measures concern timeliness.

Timeliness, however, is not the agency's only concern. The parties must have trust and confidence in the agency's decisions. Trust and confidence are enhanced when the agency demonstrates that it considers each case carefully and decides it in accordance with the law. Thus, the agency balances the need for prompt decisions with the need to carefully consider each case on its facts and merits.

2. THE OREGON CONTEXT

The public policy underlying the work of the Employment Relations Board is to promote workplace stability; reduce workplace disputes and the accompanying costs; and limit disruption of public services. All Oregonians benefit from the agency's services. Resolution of workplace disputes ensures that the public will continue to receive high-quality public services without impairment or interruption, creates a more stable and productive workforce, and reduces the costs of recruitment and training. Equally important, the agency's resolution of workplace disputes is faster, more efficient, and less expensive than resolving disagreements through court proceedings.

The agency's work supports the state's goal of economic growth. Companies deciding whether to relocate in Oregon, as well as those deciding whether to stay, inevitably consider whether reliable, efficient, high-quality public services exist to support their business.

3. PERFORMANCE SUMMARY

The agency has improved its ratings relative to the performance measures for the last few fiscal years. The agency now meets its target for five measures ("green" category), was close to the target for two measures ("yellow" category). Further, the agency has improved its performance for the measures in the yellow categories as compared to FY 14.

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4. CHALLENGES

There are challenges faced by the agency over which it has no control. Our case load is driven by public employers, their employees, and labor organizations. For example, in collective bargaining negotiations, the parties alone control whether a settlement occurs. In contested case hearings, scheduling a hearing is affected by the availability of the advocates, parties and witnesses, as well as on-going settlement negotiations between the parties.

Other factors challenging the agency include funding, antiquated data collection methods, and limited personnel.

The agency generates little response to the customer satisfaction survey. For the most current survey completed, the agency received 21 total responses (and not every question was answered) out of 416 surveys sent. The questions posed in the customer satisfaction survey generally are not applicable to many of the persons who use this agency, resulting in little relevant feedback and skewed results.

5. RESOURCES USED AND EFFICIENCY

The Legislatively Approved Budget for the 2015-17 biennium is \$4,408,024. The budget provides \$3,569,387 for personal services (approximately 81% of the budget) and \$838,637 for services and supplies.

The agency is continuing to review its organization, processes, and procedures to streamline work and maximize its resources. It has met with stakeholders on several occasions to solicit suggestions for changes and improvements. Deadlines have been established for issuing recommended orders, and the Board has self-imposed timelines for producing final orders faster.

In addition, a Rules Advisory Committee was convened and provided recommendations to the Board. The agency has adopted revisions to its contested case rules based the committee's recommendations. A permanent rules advisory committee has now been established to assist in reviewing other rules.

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

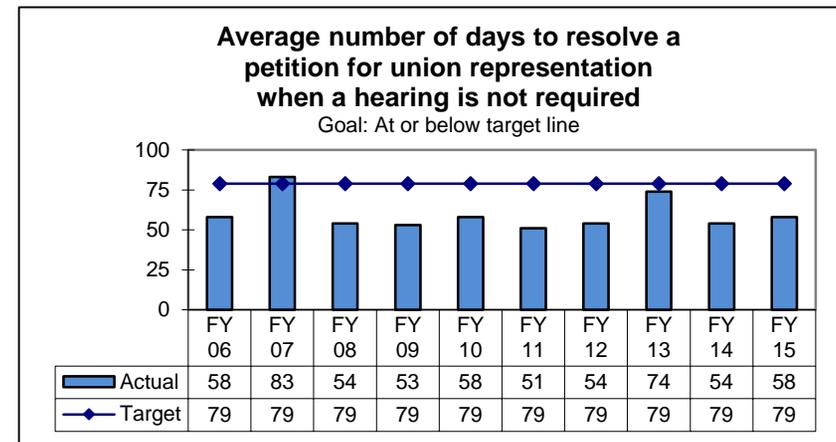
KPM #1	UNION REPRESENTATION Average number of days to resolve a petition for union representation when a contested case hearing is not required.	Measure since: 2006
Goal	To timely process petitions concerning union representation.	
Oregon Context	Mission.	
Data source	Data is reported for the year the process is complete. A petition is resolved when the results of an election or card check are certified or when the Board issues an order clarifying the bargaining unit or dismissing the petition.	
Owner	Elections Office: Kathryn A. Logan, Board Chair, 503-378-3807	

1. OUR STRATEGY

The agency goal is to promptly process representation cases within 79 days that do not require a contested case hearing.

The agency consistently meets or exceeds its target. The agency will continue to reach out to its customers, providing education on process, procedures, and the need to submit accurate information and properly completed paperwork.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA). Private sector employers and employees who are exempt from the National Labor Relations Act can also file representation cases with the Board.



2. ABOUT THE TARGETS

The length of time to process an uncontested representation petition should be at or below the target. Prompt processing helps minimize the length of organizing campaigns that occur in and around the workplace while the petition is pending. It also ensures that employees get a timely resolution of questions regarding their workplace rights. The targets are based on history, the needs of the agency's constituents, and statutory requirements.

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

3. HOW WE ARE DOING

The agency continues to do better than its target of 79 days to process an uncontested representation petition.

4. HOW WE COMPARE

No comparative data is available. The National Labor Relations Board (NLRB) and comparable agencies in other states are structured differently and guided by different requirements and statutory obligations, so no reasonable comparison can be made. For instance, although the NLRB completes employee elections 40-45 days after the petition is filed, it conducts on-site elections. ERB lacks the personnel and funding to conduct on-site elections. As a consequence, ERB conducts elections by mail, which adds at least two to three weeks to the process.

5. FACTORS AFFECTING RESULTS

The types of cases processed also affect the average length of time to process a case. For example, a unit clarification case that goes to election has a 79-day timeline for processing, and that timeline cannot be appreciably shortened. However, a card check case can be processed in as little as 35 days.

One ongoing problem faced by the Elections Coordinator is incomplete paperwork and inaccurate information from the parties, which can delay processing a petition.

6. WHAT NEEDS TO BE DONE

The Elections Coordinator will continue to work closely with petitioners to obtain the information and paperwork necessary to process uncontested cases in an efficient and timely manner. In addition, the agency will continue to look for options and efficiencies to further enhance the program.

7. ABOUT THE DATA

The reporting cycle is fiscal year. Reports are compiled from an agency database that is kept up to date by the Elections Coordinator.

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

KPM #2	RECOMMENDED ORDERS Average number of days for an administrative law judge to issue a recommended order after the record in a contested case hearing is closed.	Measure since: 2001
Goal	To timely process complaints and appeals.	
Oregon Context	Mission.	
Data source	The record closes at the end of the hearing or upon receipt of post-hearing briefs. Data is reported for the year in which the recommended order is issued.	
Owner	Hearings Office: Kathryn A. Logan, Board Chair, 503-378-3807	

1. OUR STRATEGY

The agency’s goal is to produce a timely recommended order within 110 days after the hearing closes.

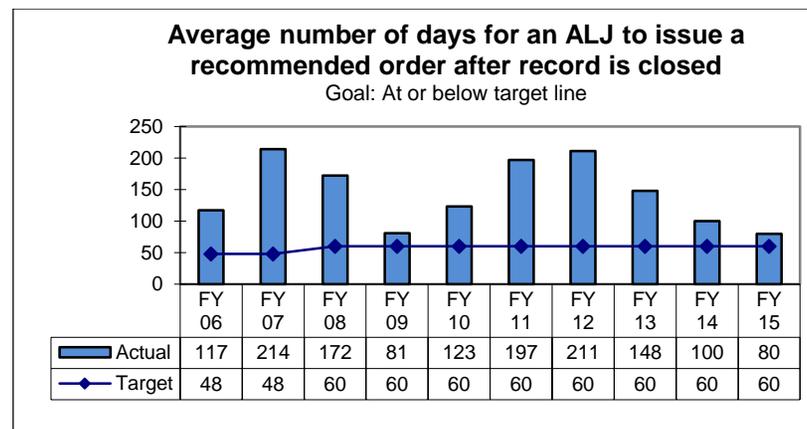
Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.

2. ABOUT THE TARGETS

The average number of days it takes an ALJ to issue a recommended order after the close of record should be at or below the target. A prompt decision by an ALJ helps prevent work stoppages, reduces workplace disruption, saves taxpayers money, and increases productivity. However, the target of 60 days is not realistic and needs to be revised.

3. HOW WE ARE DOING

This performance measure, as written, is unrealistic. The agency requests that it be revised from 60 days to 110 days in which to issue a recommended order. This is a much more realistic goal, based on caseload, number of ALJs and support staff. This change was approved for the 15-17 biennium.



Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

4. HOW WE COMPARE

There is no comparative data available.

5. FACTORS AFFECTING RESULTS

The number of claims and affirmative defenses in a case affects the amount of time needed to draft a recommended order. Also, the agency has added a new ALJ and Hearings Assistant, which tends to affect the timing for issuance of a recommended order. In mid FY 2013, one of the three ALJs announced his retirement for the end of the fiscal year. For his last six months, the ALJ was directed to get specific recommended orders issued or cases settled to clear up his backlog of cases, and the remainder of his cases were assigned to the other ALJs. Those two ALJs worked hard to accommodate the increased workload, but the average time until the first available hearing date increased by 15 days. At the same time, those two ALJs were expected to meet timelines for issuing recommended orders. The agency is recruiting for a new ALJ and will make every effort to avoid further delays in case processing.

6. WHAT NEEDS TO BE DONE

The Board Chair is closely monitoring workloads to ensure timelines are met for issuing recommended orders. As the new ALJs become more versed in their positions, it may be possible to further reduce these timelines. However, a budget note in the agency's 2013 15 budget (HB 5010) directed the agency to reinstate administrative law judge travel to local jurisdictions for contested case hearings. Travel to outlying regions of the state can add up to two days for a hearing, and at this time, the agency does not know how this will impact the length of time it takes to issue a recommended order.

7. ABOUT THE DATA

The reporting cycle is by fiscal year. Data is compiled from an agency database. The agency hopes to improve collection and consistency of this information by installing a case management system that would reduce staff time for compiling data for these types of reports.

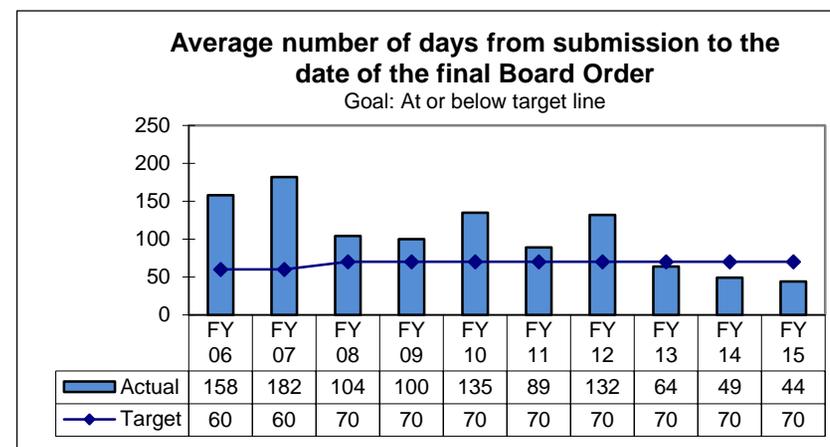
Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

KPM #3	FINAL BOARD ORDERS Average number of days from submission of a case to the Board until issuance of a final order.	Measure since: 2001
Goal	To timely process complaints and appeals.	
Oregon Context	Mission.	
Data source	A case is submitted after oral argument or on the 15 th day after the recommended order is issued if there are no objections. Uncontested representation petitions are considered submitted on the date filed.	
Owner	Board: Kathryn A. Logan, Board Chair, 503-378-3807	

1. OUR STRATEGY

A case is not complete until the Board issues a final order. Board members will continue to work collaboratively to maximize individual expertise and knowledge to expedite completion of final Board Orders.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.



2. ABOUT THE TARGETS

The average number of days should come in at or below the target. Delays in cases involving back pay can increase the costs to public employers and to the taxpayers. Faster resolution reduces workplace disruption, saves taxpayers money, increases productivity, and ensures that employees promptly receive the rights they are entitled to under the law. Targets are based on history, staffing, and the needs of our constituents.

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

3. HOW WE ARE DOING

The agency's performance improved dramatically in this category. For the second consecutive year, performance exceeded the target. The agency has reduced the target to 60 days.

4. HOW WE COMPARE

There is no comparative data available.

5. FACTORS AFFECTING RESULTS

The number of claims appealed may affect how long it takes to issue an order. In some cases, it is necessary to get a transcript before drafting the final order. Finally, cases where the Board is unable to reach a unanimous opinion usually take lot more time.

6. WHAT NEEDS TO BE DONE

Board members will continue to work collaboratively to maximize individual expertise and knowledge to expedite completion of final Board Orders and to ensure no new backlog of cases accrues.

7. ABOUT THE DATA

The reporting cycle is by fiscal year. Data is compiled from an agency database. The agency hopes to improve collection and consistency of this information by installing a case management system that would reduce staff time for compiling data for these types of reports.

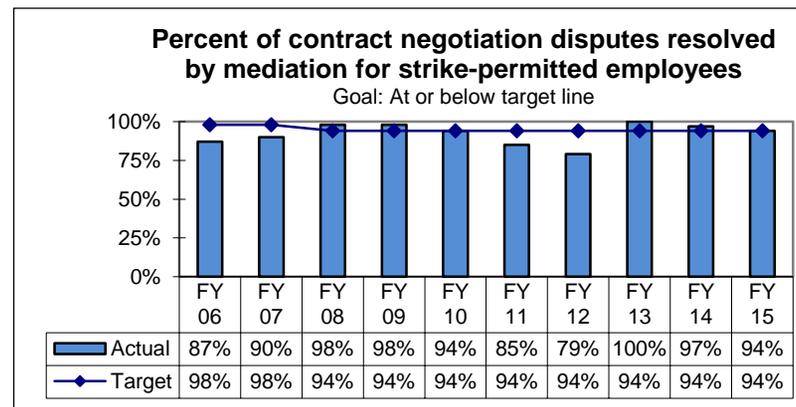
Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

KPM #4	Mediation effectiveness Percentage of contract negotiations disputes that are resolved by mediation for strike-permitted employees.	Measure since: 2001
Goal	To resolve collective bargaining negotiation disputes without strikes or interest arbitration.	
Oregon Context	Mission.	
Data source	Percentages are based on the cases resolved in the calendar year reported. It includes settlements before or after impasse <i>but</i> prior to an employee strike or the employer’s unilateral implementation of its final offer.	
Owner	Conciliation: Janet Gillman, State Conciliator, 503-378-3807	

1. OUR STRATEGY

When parties are unable to agree on terms for a collective bargaining agreement, they generally must engage in mediation with an ERB mediator. The mediator’s goal is to help the parties resolve their dispute. To meet the goal, the agency will continue to work with state and local public employers and unions to mediate collective bargaining disputes.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.



2. ABOUT THE TARGETS

The percentage of disputes resolved by mediation should be at or above the target. Targets are based on history, staffing, and the needs of our constituents. The goal is to assist public employers and public employee organizations to resolve collective bargaining disputes without strikes thereby preventing injury to the public as well as to governmental agencies and public employees resulting

AGENCY NAME: Employment Relations Board

II. KEY MEASURE ANALYSIS

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from labor strike.

3. HOW WE ARE DOING

The percentage of contract disputes resolved prior to a strike or the employer's unilateral implementation of a final offer was on target at 94%.

4. HOW WE COMPARE

There is no comparative data available. Although collective bargaining mediation is provided by the federal government and other states, the laws under which the services are provided are very different. For instance, mediation provided by the agency is a mandatory step in Oregon's statutory bargaining process, but it is not mandatory for clients under federal jurisdiction and some states. In addition, the number of mediators, the authority of the mediator, and the number of constituents served, and the geographic area covered are different within each jurisdiction.

5. FACTORS AFFECTING RESULTS

The agency provides mediation services for the parties under its jurisdiction. Mediators help parties reach a contract settlement, but the parties alone control whether a settlement occurs. Many factors that influence settlement are beyond the control of the mediator and parties. Such factors include, but are not limited to, the economy, health insurance costs, local and statewide political trends, and tax revenues.

6. WHAT NEEDS TO BE DONE

The agency will continue its efforts to meet constituent needs and expectations. The agency will continue to monitor this key performance measure.

7. ABOUT THE DATA

The reporting cycle is by fiscal year. Data is compiled from an agency database. The agency hopes to improve collection and consistency of this information by installing a case management system that would reduce staff time for compiling data for these types of reports.

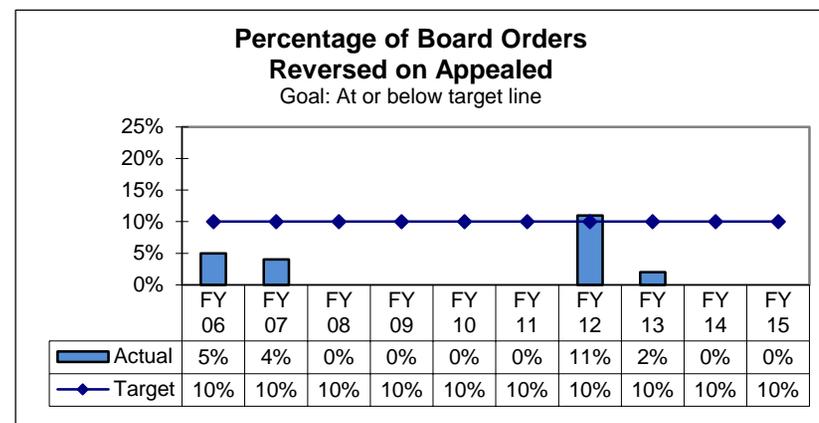
Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

KPM #5	APPEALS Percentage of Board Orders that are reversed on appeal.	Measure since: 2004
Goal	To determine the parties' and Court of Appeals' acceptance of Board's decisions.	
Oregon Context	Mission.	
Data source	Data is reported for year the judgment is received. Percentages are based on the number of Board Orders issued that year.	
Owner	Board: Kathryn A. Logan, Board Chair, 503-378-3807	

1. OUR STRATEGY

Parties have a right to appeal their cases to the Court of Appeals if they do not agree with the Board's decision. The Board will continue to emphasize accuracy and compliance with statutes and case law when preparing Board Orders so they can withstand the scrutiny of the appellate court.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.



2. ABOUT THE TARGETS

The number of cases reversed on appeal should be at or below target. The Board has no control over the number of appeals filed. However, the number of cases reversed is a limited measure of the Board's skill and effectiveness.

3. HOW WE ARE DOING

The agency had no cases that were reversed on appeal during FY 14.

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

4. FACTORS AFFECTING RESULTS

The difficult economic and budget conditions in place for several years have resulted in cases that are more complex and more difficult to resolve because of salary freezes, furlough days, the rising cost of health insurance, and other factors beyond the agency's control. As economic constraints ease, however, cases may remain difficult to resolve as employees try to recoup losses in salary and benefits that occurred during the downturn.

5. HOW WE COMPARE

There is no comparative data available.

6. WHAT NEEDS TO BE DONE

The Board will continue to emphasize accuracy and compliance with statutes and case law when preparing final Board Orders so they can withstand judicial scrutiny on appeal.

7. ABOUT THE DATA

The reporting cycle is by fiscal year. Data is compiled from an agency database. The agency hopes to improve collection and consistency of this information by installing a case management system that would reduce staff time for compiling data for these types of reports.

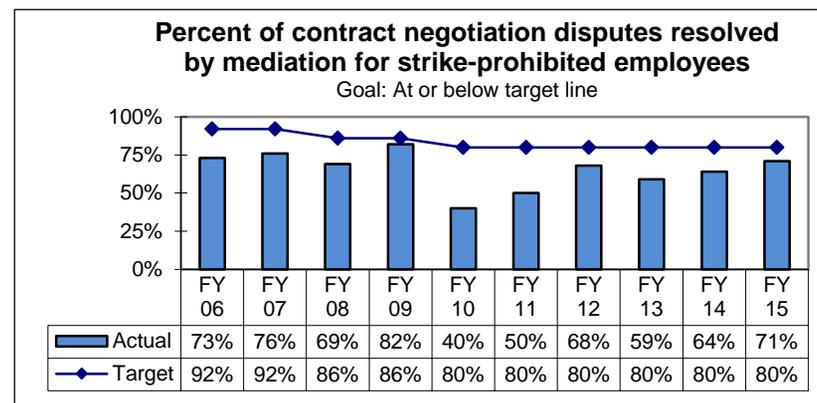
Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

KPM #6	MEDIATION EFFECTIVENESS Percentage of contract negotiations disputes that are resolved by mediation for strike-prohibited employees.	Measure since: 2001
Goal	To resolve collective bargaining negotiation disputes without strikes or interest arbitration.	
Oregon Context	Mission.	
Data source	Percentages are based on the cases resolved in the calendar year reported. It includes settlements before or after a binding interest arbitration award is issued.	
Owner	Conciliation: Janet Gillman, State Conciliator, 503-378-3807	

1. OUR STRATEGY

The legislature determined that certain employees, including police, fire, and corrections, should not be allowed to strike. Instead, they engage in interest arbitration if mediation is unsuccessful. The agency’s goal is to resolve bargaining disputes in mediation so that interest arbitration is unnecessary. The agency will continue to work with state and local public employers and unions to mediate collective bargaining disputes and provide training in collaborative bargaining processes and other forms of alternative dispute resolution.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.



2. ABOUT THE TARGETS

The percentage of disputes resolved by mediation should be at or above the target. Targets are based on history, staffing, and the needs of our constituents. The goal is to assist public employers and public employee organizations to resolve collective bargaining disputes without interest arbitration.

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

3. HOW WE ARE DOING

Performance in this category improved from FY 14, although performance is 9% below the target.

Historical data indicate that the threat of proceeding to interest arbitration provides less incentive for parties to settle than the threat of a strike. Considering the recent turbulent economic times, it is not surprising that parties are turning to interest arbitration to regain what was lost over the past few years.

4. HOW WE COMPARE

There is no comparative data available. Although collective bargaining mediation is provided by the federal government and other states, the laws under which the services are provided are very different. For instance, mediation provided by the agency is a mandatory step in Oregon's statutory bargaining process, but it is not mandatory for clients under federal jurisdiction and some states. In addition, the number of mediators, the authority of the mediator, the number of constituents served, and the geographic area covered are different within each jurisdiction.

5. FACTORS AFFECTING RESULTS

Mediators provide assistance to help parties reach a contract settlement, but the parties are in sole control of whether a settlement occurs. Many factors influencing settlement are outside of the mediator and parties' control. For example, the economic downturn led to salary freezes, furlough days, and an increase in the cost of health insurance. Another key factor is timing. Delays can harm both management and labor, and through them, the public. The combination of these factors adversely affects the agency's ability to meet its performance measures.

6. WHAT NEEDS TO BE DONE

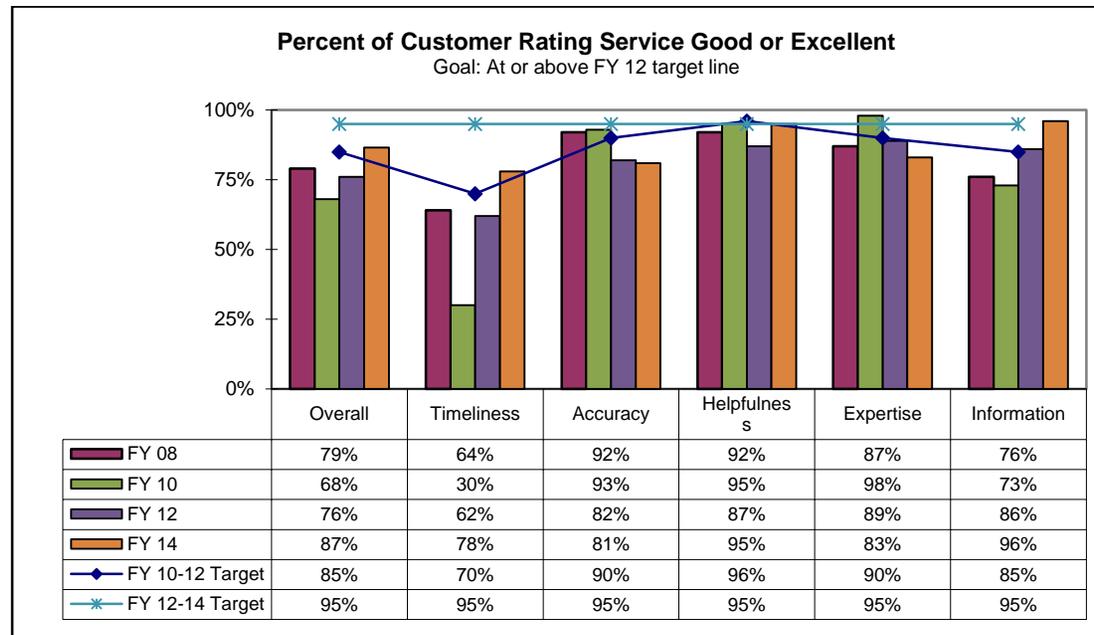
The agency will continue its efforts to meet constituent needs and expectations. The agency will continue to monitor this key performance measure.

7. ABOUT THE DATA

The reporting cycle is by fiscal year. Data is compiled from an agency database. The agency hopes to improve collection and consistency of this information by installing a case management system that would reduce staff time for compiling data for these types of reports.

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KPM #7	CUSTOMER SATISFACTION: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	Measure since: 2006
Goal	To timely process complaints and appeals.	
Oregon Context	Mission.	
Data source	Online survey.	
Owner	Board: Kathryn A. Logan, Board Chair, 503-378-3807	



1. OUR STRATEGY

The agency will continue to emphasize customer service as a priority, and continue ongoing training so staff can learn new skills and keep up to date with the latest developments in their areas of expertise. It will continue to focus on improving timeliness and meeting or exceeding its targets in the other categories.

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

2. ABOUT THE TARGETS

This performance measure was established by the legislature in 2005, and the agency used the information from the first survey (2006) to set targets. The legislature changed those targets in 2011 to 95% for all areas.

3. HOW WE ARE DOING

The agency met its target in two categories, helpfulness and information. The agency's overall rating increased by 11% although it was 8% below the target.

4. HOW WE COMPARE

There is no comparative data available.

5. FACTORS AFFECTING RESULTS

The three main factors affecting performance are the economic crisis, an increased caseload, and personnel changes. The difficult economic and budget conditions in place for several years resulted in cases with more complex disputes that were more difficult to resolve because of salary freezes, furlough days, the rising cost of health insurance, and other factors beyond the agency's control.

6. WHAT NEEDS TO BE DONE

Agency activities designed to reduce delays and increase the quality of work will continue and, as opportunities arise, new approaches developed so the agency can deliver timely and accurate results.

7. ABOUT THE DATA

The 2014 Customer Satisfaction Survey was conducted online between April 16 and May 16, 2014, using an online survey tool called "Survey Monkey." The agency used its mailing lists of constituents, practitioners, and other interested parties, approximately 416 contacts. The agency also sent hard copies of the survey to parties that had not provide the agency us with e-mail addresses provided. Twenty one people participated in the survey, a response rate of 5%.

Of the 21 responses received, many skipped answering questions or replied as "not applicable." However, each question and section of the agency was rated against the 21 answers received. This resulted in a skewed percentage, and effectively lowered the agency's success rate in each category. The agency has adjusted how it will calculate the percentage in the future, so the results will not be as skewed.

For example, in "Timeliness of Services" provided by elections, of the 21 answers, 12 answers were marked as "not applicable." Five marked "excellent," three marked "good," and one marked "fair." If the percentage was recomputed on the ones who answered, the eight of nine answers would have revealed a much higher percentage than eight of 21.

AGENCY NAME: Employment Relations Board**III. USING PERFORMANCE DATA**

Agency Mission: The mission of the Employment Relations Board is to resolve disputes concerning labor and employment relations.

Contact: Kathryn A. Logan, Board Chair	Phone: 503-378-3807
Alternate: Juril Stover, Office Administrator	Phone: 503-378-8610

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

<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none"> • Staff: Staff and stakeholders provided input on agency workloads and the timely delivery of services for elections, mediations, and contested cases. Measures and targets were derived from this input. • Elected Officials: Elected officials reviewed and added measures for the agency to track. • Stakeholders: Staff and stakeholders provided input on agency workloads and the timely delivery of services for elections, mediations, and contested cases. Measures and targets were derived from this input. • Citizens: N/A.
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>This data measures the agency's success toward achieving agency goals and assists in determining what changes may be necessary. It also influences the agency's budget and caseload priorities, including case assignment, case management, evaluation of agency performance, evaluation of agency staff, and level of staffing.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>On-going training is no longer available. The agency performance measures coordinator attends meetings when they are held and reviews the information available online at the KPM website and sent via e-mail. Information is shared with agency staff.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"> • Staff: Results are shared with staff on a regular basis. As appropriate, statistics are also used as part of staff performance evaluations. • Elected Officials: Elected Officials receive annual reports; additionally, data collected for these measures and for other areas of interest is shared with officials as requested. • Stakeholders: Annual reports are posted on the agency website and e-mails are sent to let constituents know the information is available. The information is also shared during meetings and presentations, and feedback and suggestions are requested periodically. • Citizens: Annual reports are posted on the agency website.