

# **EMPLOYMENT DEPARTMENT**

## **Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)**

Original Submission Date: 2014

Finalize Date: 11/1/2014

2013-2014 KPM #	2013-2014 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	CHILD CARE HEALTH & SAFETY REVIEWS – % of family child care facilities required to have health & safety onsite reviews that were reviewed by Child Care Division.
14	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.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
<b>DELETE</b>	<p><b>Title:</b> CHILD CARE HEALTH &amp; SAFETY REVIEWS – % of family child care facilities required to have health &amp; safety onsite reviews that were reviewed by Child Care Division.</p> <p><b>Rationale:</b> This measure applies to the Child Care Division duties, which no longer reside at the Employment Department. In June of 2011, Governor Kitzhaber signed into law SB 909, which created the early learning council and moved the Child Care Division from the Employment Department to a division within the Department of Education.</p>

**EMPLOYMENT DEPARTMENT**

**I. EXECUTIVE SUMMARY**

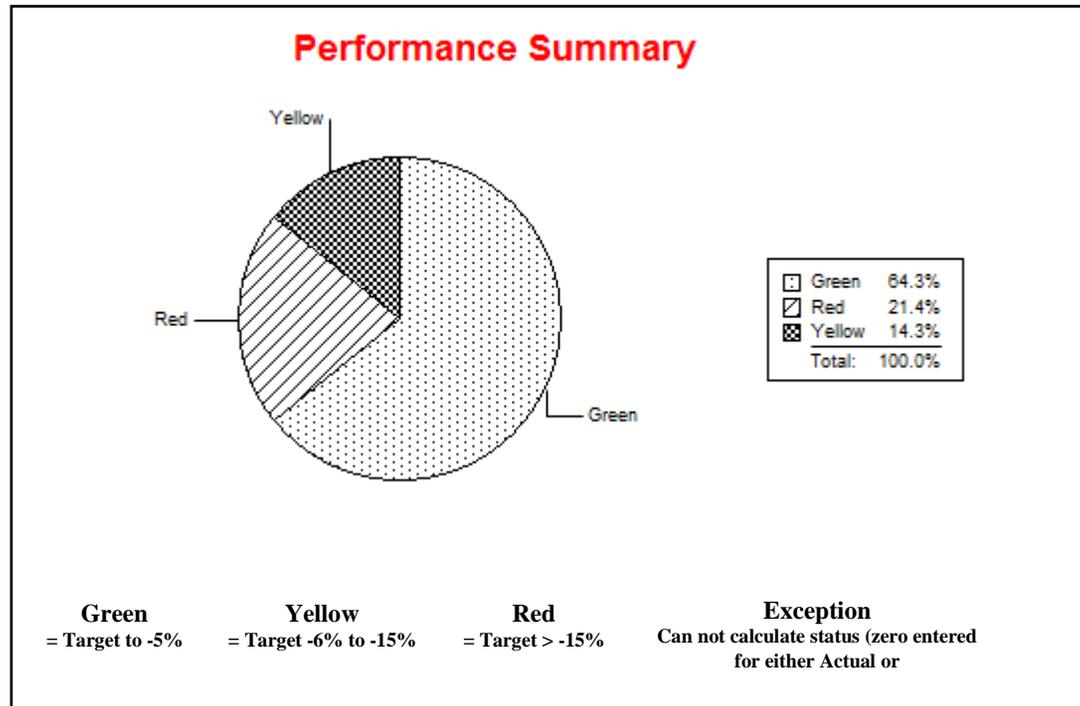
**Agency Mission:** The mission of the Oregon Employment Department is to Support Business and Promote Employment.

**Contact:** Mary Bernert

**Contact Phone:** 503-947-1975

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**Alternate Phone:** 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 (Yellow)

KPM 2 Employment Retention (Green)

KPM 4 First Payment Timeliness (Green) KPM 5 Non-Monetary Determinations Timeliness (Green) KPM 8 Non- UI Appeals Timeliness (Green) KPM 9 Average Days to issue an Order (Green) KPM 10 Cost per Referral (Green) KPM 11 Higher Authority Appeals Timeliness (Green) KPM 12 Timeliness of New Status Determinations (Green) KPM 14 Customer Service - all categories (YELLOW)

#### **KPMs NOT MAKING PROGRESS (not trending toward target achievement):**

KPM 3 Cost Per Placement (Red) KPM 6 Cost per Claim (Red) KPM 7 UI Appeals Timeliness (Red) **Deleted Measures:** KPM13 is no longer measured

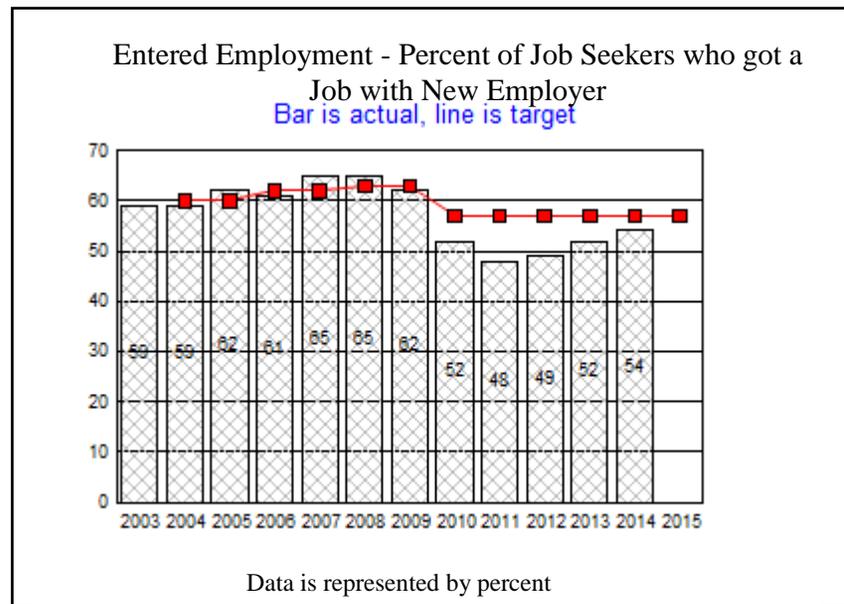
### 4. CHALLENGES

The economy has been moderately strong; unemployment rates have fallen, but remain higher than prior to the recession. The demand for labor is generally increasing; demand for workers with specific skills is high. The Oregon Employment Department continues to serve moderately high levels of UI claimants and job seekers. During this period OED has streamlined services to both the claimants and the job seekers. OED is increasingly seeing long-term unemployed workers who need assistance transitioning to new occupations or industries.

### 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 2014 target was 57%. A higher percent of job seekers entering employment is better.

## 3. HOW WE ARE DOING

Performance nudged up to 54% from 52% in SFY 2013.

## 4. HOW WE COMPARE

This is a national measure.

## 5. FACTORS AFFECTING RESULTS

This measure can be impacted by labor market conditions. As the unemployment rate increases the number of workers finding employment decreases. The national and state economy continues to struggle to reach pre-recession employment levels, although Oregon's unemployment rate has improved during the last 12 months. We are finding that as the number of unemployed workers declines, those that are unemployed generally have more barriers to employment and require more assistance and time to find work.

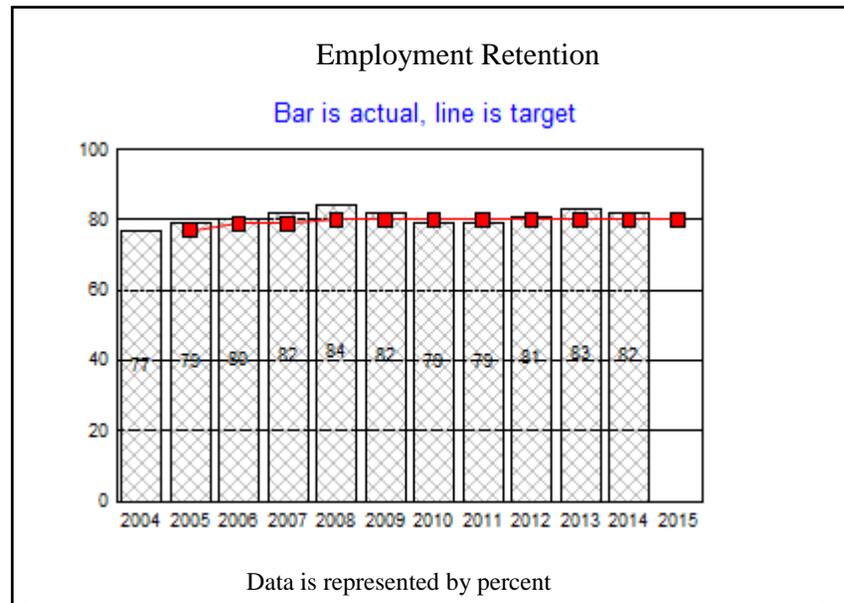
## 6. WHAT NEEDS TO BE DONE

The Employment Department, along with its partners in WorkSource Oregon, will continue to provide reemployment services to job seekers. A focused effort is underway to pilot new methods for assisting employers in filling current job openings with well-qualified Oregonians.

## 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 2014 target remained at the 80% level. A higher percent of job seekers retaining employment is better.

**3. HOW WE ARE DOING**

82% 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**

This measure can be impacted by labor market conditions. The national and state economy continues to struggle to reach pre-recession employment levels, although Oregon's unemployment rate has improved during the last 12 months. An improving unemployment rate may be related to higher employment retention.

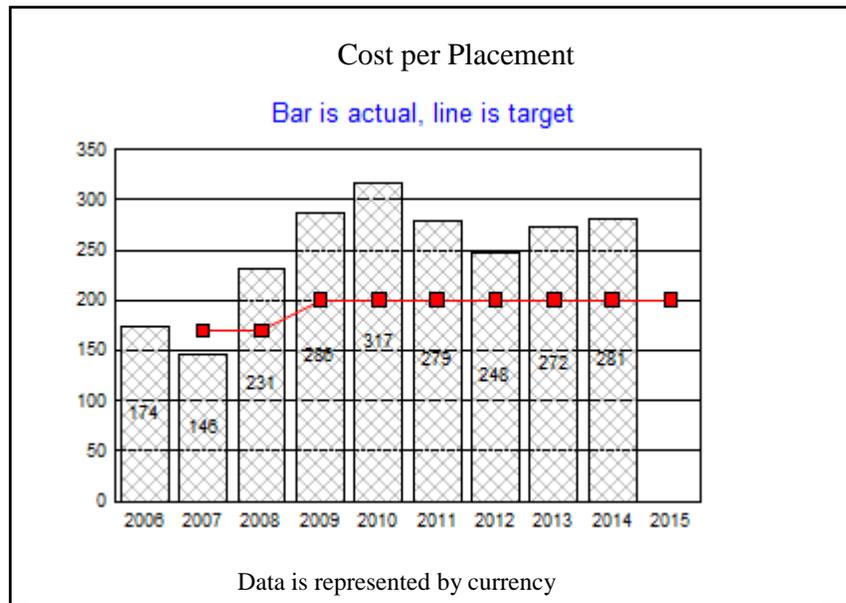
**6. WHAT NEEDS TO BE DONE**

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 the need to be fiscally responsible. This year planning for workforce integration and other improvements to service delivery were begun.

The goal is to balance better service, increased productivity, and cost containment while providing enhanced services to those most in need.

## 2. ABOUT THE TARGETS

Lower is better.

## 3. HOW WE ARE DOING

The number of placements was 147,708. The budget for Business and Employment Services was \$41,490,268. The cost per placement was \$281, a 3% 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 economic conditions, specifically the alignment of available jobs relative to the skills of job seekers.

We are finding that as the number of unemployed workers declines, those that are unemployed generally have more barriers to employment and require more assistance and time to find work.

## 6. WHAT NEEDS TO BE DONE

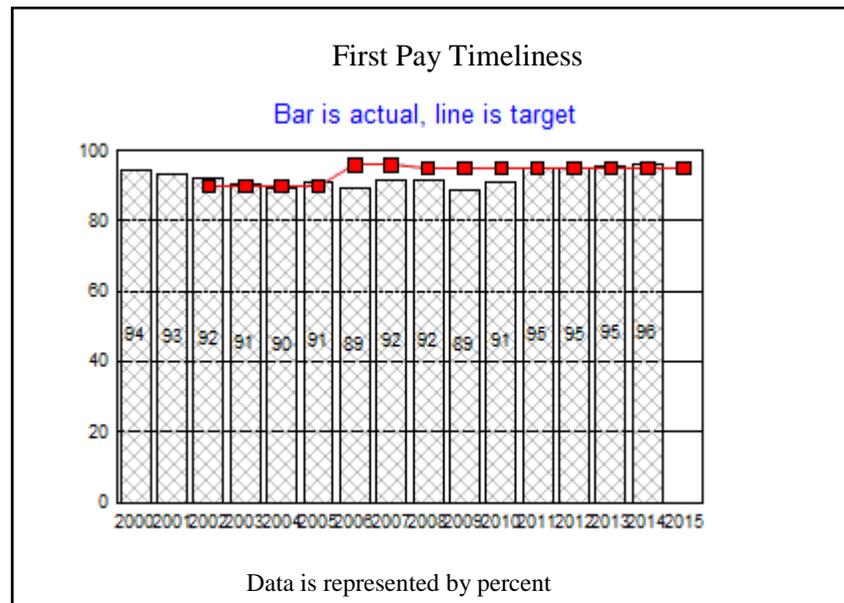
The Oregon Employment Department will continue work with state and local partners to effectively address the labor needs of Oregon businesses, and to connect job seekers to available employment opportunities.. Customized services to employers are proving to be effective and will provide a feedback loop 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 payments increased to 96.3%.

**4. HOW WE COMPARE**

At 96.3% we exceeded our goal and 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. The extension programs have also ended, making claims less complicated.

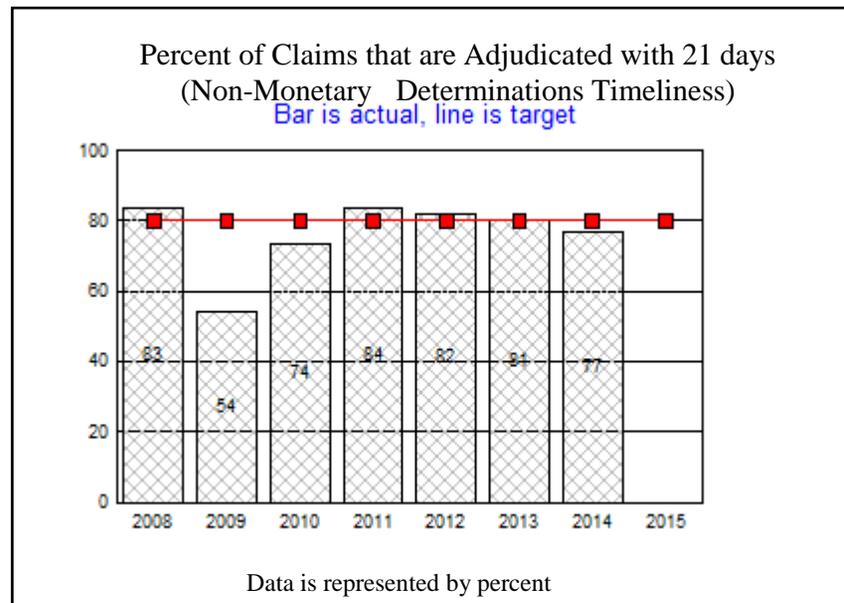
**6. WHAT NEEDS TO BE DONE**

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 77%, a drop from 80.5% and under the target of 80%.

**4. HOW WE COMPARE**

77% of the non-monetary determinations were written within 21 days.

**5. FACTORS AFFECTING RESULTS**

The benefit extensions added to the complexity of work performed at all levels of the UI claims system. These extensions have ended, and none is forecasted for the coming biennium which will reduce the volume of issues to be handled. Additionally there has been an increase in appeals workload from the new Reemployment and Eligibility Assessment initiative which requires claimants to meet with staff for more intensive reemployment services to remain eligible for benefits. The focus on preventing overpayments has resulted in finding more issues that need to be investigated and adjudicated.

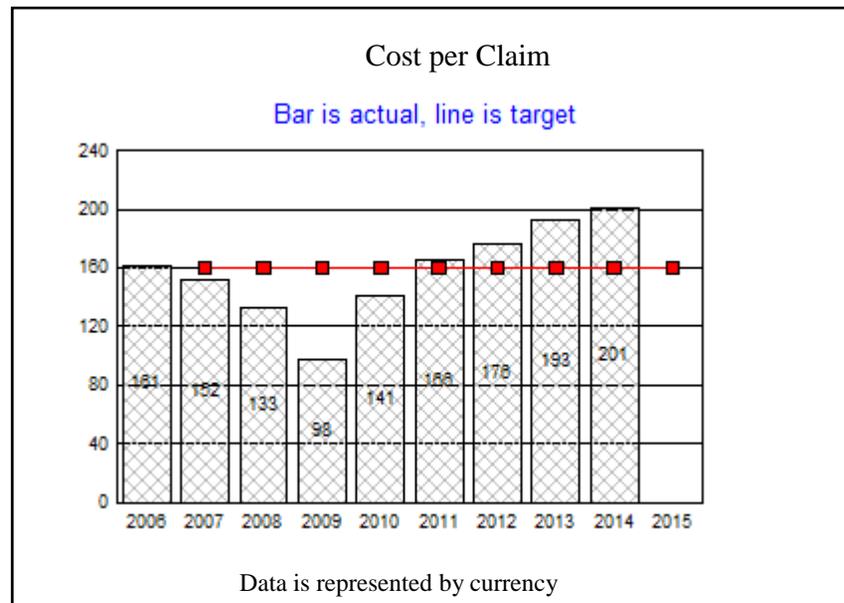
**6. WHAT NEEDS TO BE DONE**

Continue to monitor programs and implement process efficiencies and increase staff productivity.

**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 2014, there were 330,703 claims with a total budget for UI activities of \$66,619,476. The cost per claim was \$201. This was a slight increase in cost over 2013, when the cost was \$193. The number of claims processed decreased by over 40,000.

## 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.

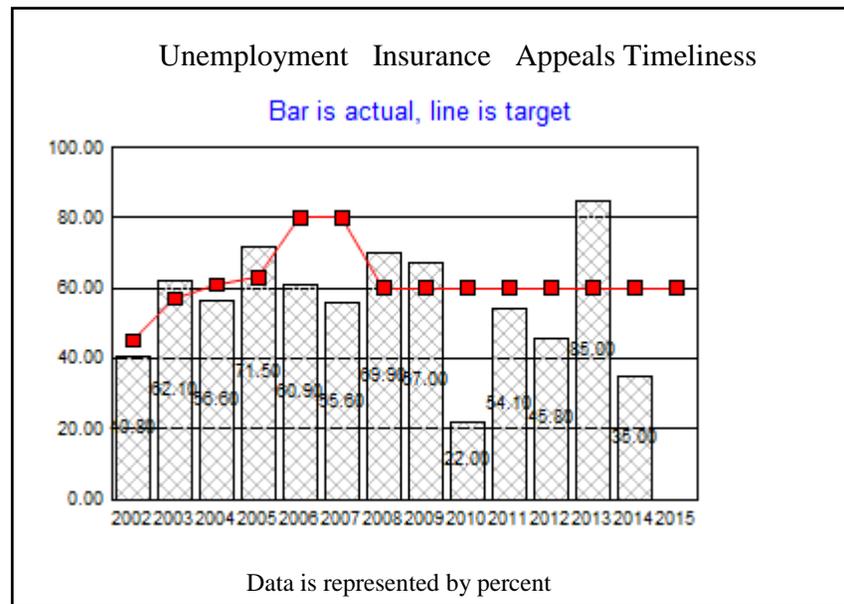
## 6. WHAT NEEDS TO BE DONE

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.

## 7. ABOUT THE DATA

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.

<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**

Increase efficiencies and improve customer service.

**2. ABOUT THE TARGETS**

A higher percentage is better

**3. HOW WE ARE DOING**

During SFY 2014, performance averaged 35%, which was below the target of 60%. Performance increased starting in May 2014, and since July 1, 2014 the average timeliness standard of 60% is being exceeded, with performance at or above 85%.

**4. HOW WE COMPARE**

Our performance was at 35% which was a significant decrease over SFY 2013 when our performance had risen to 85%. In SFY 2015 preliminary data shows average performance at 85.05% equal to the performance achieved in SFY 2013.

**5. FACTORS AFFECTING RESULTS**

During the 2013-2015 biennium, the OAH received more hearing referrals due to the recession than had been forecast. This required hiring additional ALJs for a limited period of time to keep up with the number of referrals. Because of limitations to the OED hearings budget based upon earlier forecasts, it was necessary to reduce the number of ALJs employed by the OAH at the end of the 2013-2015 biennium. As a result, the number of ALJs was reduced to a level below what was needed to schedule hearings in a timely manner. Beginning in July 2014 additional ALJs were hired, which allowed scheduling of hearings at a rate needed to achieve timeliness standards.

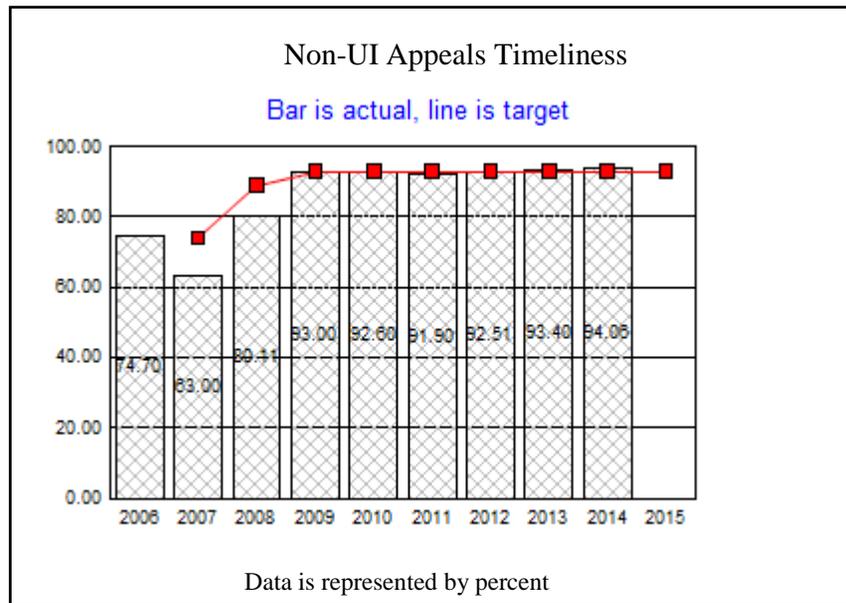
**6. WHAT NEEDS TO BE DONE**

Continue to monitor program ALJ staffing levels needed, leverage use of existing cross-trained staff, improve efficiencies through the new case management system.

**7. ABOUT THE DATA**

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

<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**

Meet cases with critical deadlines first and take advantage of cross-trained staff.

**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 2014 was 94.06%, above the standard of 93%.

**4. HOW WE COMPARE**

Data shows an achievement during SFY 2014 of 94.06 %, slightly higher than SFY 2013 performance of 93.4%.

**5. FACTORS AFFECTING RESULTS**

A period of adequate staffing allowed for proper allocation to various non-UI program areas within the OAH as needed.

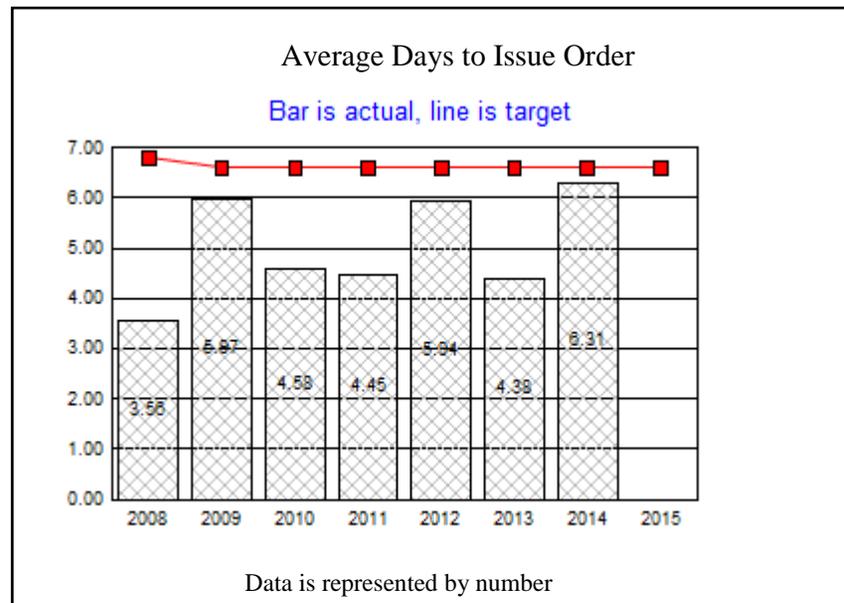
**6. WHAT NEEDS TO BE DONE**

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

**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 on Oregon fiscal year.	
<b>Owner</b>	Office of Administrative Hearings (OAH) (503)947-1919	



**1. OUR STRATEGY**

Regardless of mandated timelines, we produce legally sufficient decisions as promptly as possible.

**2. ABOUT THE TARGETS**

Lower is better.

**3. HOW WE ARE DOING**

During SFY 2014 achievement was at 6.31 days. The target is 6.6 days. Preliminary data shows that during SFY 2015 we are achieving 5.07 days.

**4. HOW WE COMPARE**

SFY 2014 was 6.31 days compared to 4.38 days in SFY 2013.

**5. FACTORS AFFECTING RESULTS**

During SFY 2014 the OAH shifted to a new case management system in several major program areas, requiring training and adaptation by staff to the new system over a number of months. This resulted in some increase in the time to issue orders.

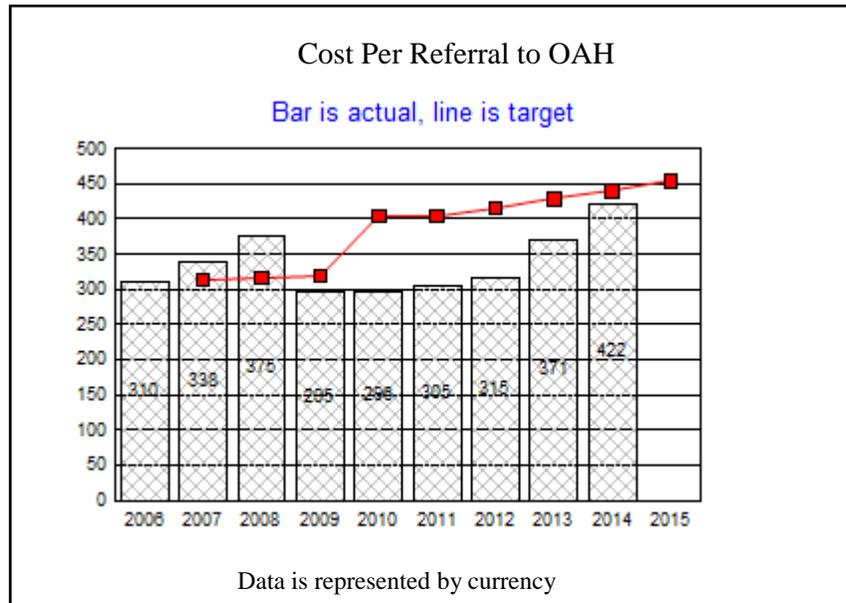
**6. WHAT NEEDS TO BE DONE**

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 \$422. This is below the standard of \$429.

**4. HOW WE COMPARE**

During SFY 2014, cost per referral was \$422. This compares with \$370.86 in SFY 2013.

**5. FACTORS AFFECTING RESULTS**

During SFY 2014, additional ALJs were added for several months to help dispose of increased UI referrals. In addition, there were cost of living and step increases which increased the cost per referral. Some anticipated administrative expense associated with on-going development of a new case management system contributed to an increase in costs per referral.

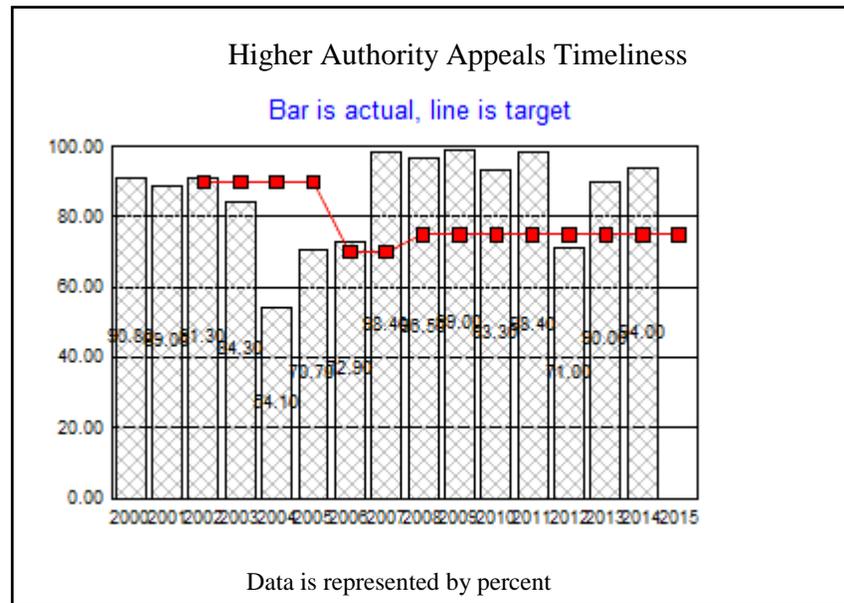
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

The data source is 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 94% for SFY 2014.

**4. HOW WE COMPARE**

EAB's counted workload is comparable to EAB's equivalent in New York, Massachusetts and Wisconsin, all of which had greater populations and lower unemployment rates than Oregon. EAB consistently outperformed its equivalent in each of those states, as well as the national average.

**5. FACTORS AFFECTING RESULTS**

UI claims over the past years have been very complex due to the number and length of extensions, this has created challenges for the EAB staff. Regardless, they have continued to provide timely service to claimants. Now that the UI benefit extensions have ended, and none are forecasted, the challenges are coming from an aging technical infrastructure and maturing staff that are nearing retirement.

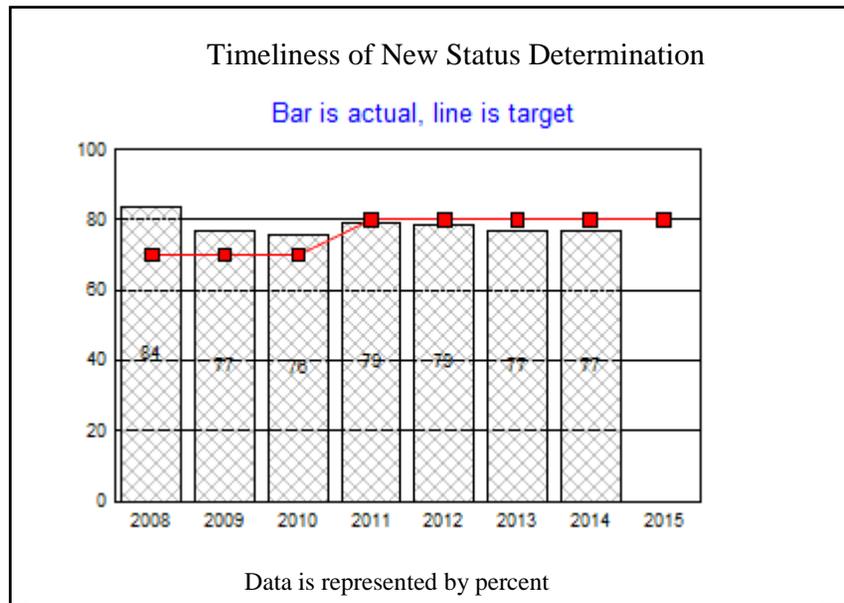
**6. WHAT NEEDS TO BE DONE**

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 develop a process to 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 is exploring ways to modernize the business and technical

environments so that 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

77% of registrations were completed within 90 days.

## 4. HOW WE COMPARE

Performance has remained relatively stable, but below the target, for the past several years. This level of performance is below the national average of 88%.

## 5. FACTORS AFFECTING RESULTS

The UI Tax system is dependent on an aging technical infrastructure and many manual, labor intensive processes. The imaging system that is important to many of the processes was near failing during part of the state fiscal year, this system would be down for several days, causing delays in processing. This system was upgraded and is now very reliable, allowing processing to occur in a timelier manner.

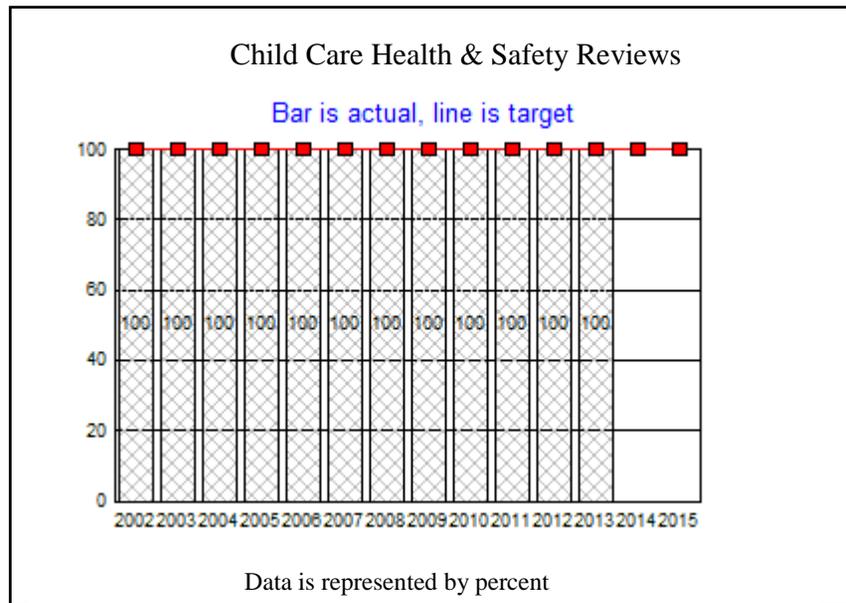
## 6. WHAT NEEDS TO BE DONE

We will establish new processes and readjust work load priorities.

## 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>	CHILD CARE HEALTH & SAFETY REVIEWS – % of family child care facilities required to have health & safety onsite reviews that were reviewed by Child Care Division.	1999
<b>Goal</b>	Goal 4 Safe Child Care	
<b>Oregon Context</b>	Oregon Benchmarks (OBM) 47, 48	
<b>Data Source</b>	Child Care Division Database	
<b>Owner</b>	Child Care Division contact Early Learning Council	



**1. OUR STRATEGY**

Child Care Division was moved to Early Learning Council.

**2. ABOUT THE TARGETS**

Higher is better.

**3. HOW WE ARE DOING**

The Child Care Division was moved to Early Learning Council.

**4. HOW WE COMPARE**

**5. FACTORS AFFECTING RESULTS**

**6. WHAT NEEDS TO BE DONE**

**7. ABOUT THE DATA**

<b>KPM #14</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>	Mary Bernert(503) 947-1975	



**1. OUR STRATEGY**

We continue to strive to provide all our customers with the highest quality customer service. We have made improvements to our phone systems and online services. We improved our services to customers in our field offices by engaging them earlier in their job search through the welcome process.

**2. ABOUT THE TARGETS**

Higher is better.

### **3. HOW WE ARE DOING**

Data represents responses from job seekers, UI claimants, and Employers. Our performance was below our target. We implemented an online survey of job seekers and claimants. This change increased the response but also provided greater anonymity than our previous process and the responses were more candid. Although this new survey methodology lowered our overall performance rating, we gained valuable and more timely information to help identify areas where service could improve.

### **4. HOW WE COMPARE**

There are no comparable measures.

### **5. FACTORS AFFECTING RESULTS**

The number of customers we serve has remained very high compared to historical levels. Staff have been challenged during this recession to meet the needs of the additional customers and explain the complexity of the UI system.

### **6. WHAT NEEDS TO BE DONE**

For Job Seekers: 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.

For unemployment insurance claimants: There were changes in extension benefits which shortened eligibility periods and sequestration reduced payments. These changes were complicated to administer and explain to customers. For these customers fewer customers rated our service for information delivery and timeliness as high as in the previous year.

**7. ABOUT THE DATA**

The Customer Service Survey measure is a weighted average of results from three separate surveys; one for job seekers and one for claimants - both administered on-line, and an employer survey conducted over the phone. The score for this measure is based on the responses of over 9,000 customers who received services during the period from July 1, 2013 to June 30, 2014; 384 Unemployment Insurance Claimants, and 8,765 Job Seeker Customers, and 210 employers.

<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>