

# **LEGISLATIVE ADMINISTRATION**

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

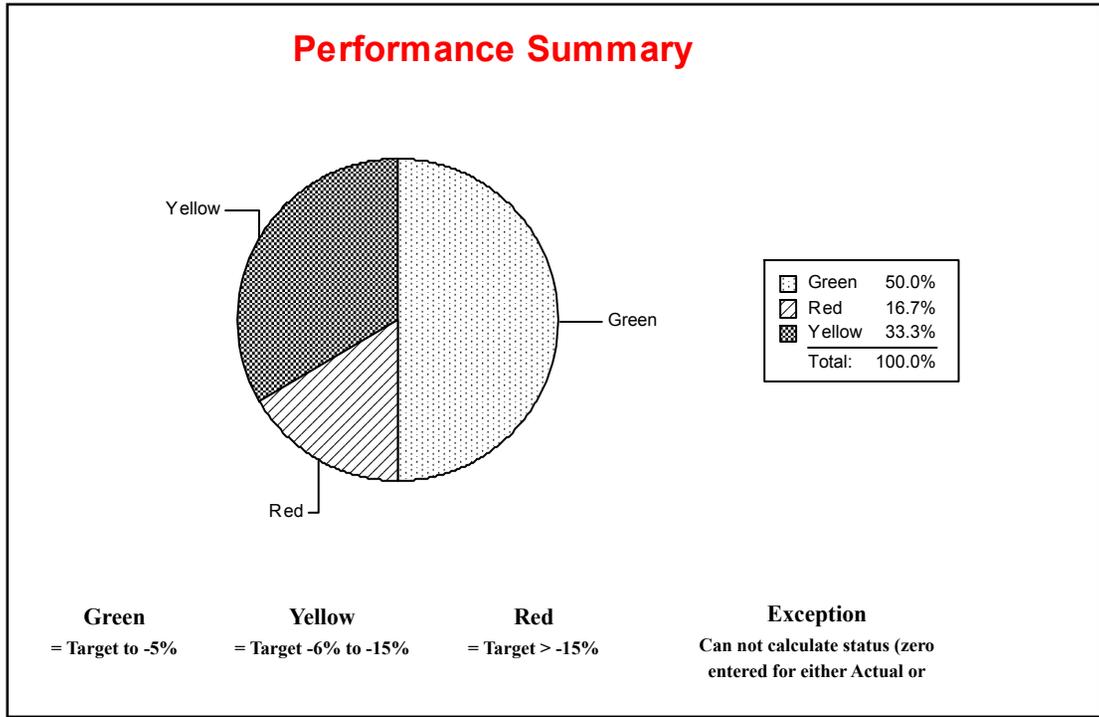
Original Submission Date: 2014

Finalize Date: 8/29/2014

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE – The percentage of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, information available.
2	IT CUSTOMERS - The percentage of customers rating overall satisfaction with problem solution as above average or excellent.
3	WEB-SITE – The percentage approval rating of web-site users.
4	DIVERSITY – Racial/ethnic diversity in Legislative Administration as compared to the total State’s diversity.
5	TURNOVER – Annual voluntary turnover rate of the Legislative Administration continuing workforce.
6	GOLD STAR CERTIFICATE – Number of years out of last five that Financial Services earns State Controller’s Division Gold Star Certificate for the Legislative agencies it serves.

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

<b>LEGISLATIVE ADMINISTRATION</b>	<b>I. EXECUTIVE SUMMARY</b>
<b>Agency Mission:</b> Legislative Administration supports the Oregon Legislature, promotes access to the legislative process, and provides efficient, effective, accountable and customer-oriented services to all legislators, legislative departments, the public, and other government agencies.	
<b>Contact:</b> Kevin Hayden	<b>Contact Phone:</b> 503-986-1847
<b>Alternate:</b>	<b>Alternate Phone:</b>



**1. SCOPE OF REPORT**

The report relates to accuracy, timeliness and usefulness of information provided to legislators and staff; resolution of problems involving computer technology; completion of technology projects within budget and on time; usefulness of the legislative website; availability of legislative information on cable television systems throughout the state; ethnic and cultural diversity of staff; staff turnover rates; the number and cost of workers' compensation claims; and fiscal accountability. Several agency programs (e.g., Capitol security, IT project costs) are not singled out for specific performance measures.

## **2. THE OREGON CONTEXT**

Legislative Administration provides much of the administrative support to the Oregon Legislative Assembly, the constitutional body with the authority to raise and expend state funds. Virtually every issue affecting Oregonians (education funding, transportation, health care, public safety, etc.) comes before the Assembly for funding and policy direction. Legislative Administration supports the entire process, from providing the technology used for drafting measures, to staffing committee meetings, to maintaining the physical plant of the Capitol, to managing the budget and providing human resource support for the Legislative Assembly. We partner with the Oregon State Police for security, the Oregon State Library for information resources and research, and the Department of Administrative Services for general support.

## **3. PERFORMANCE SUMMARY**

The performance results are grouped into three primary categories: Green (100-95% of the target), Yellow (94 – 85% of the target), and Red (84% or less of the target). Of the current set of six measures, four are green, one is yellow, and one is red.

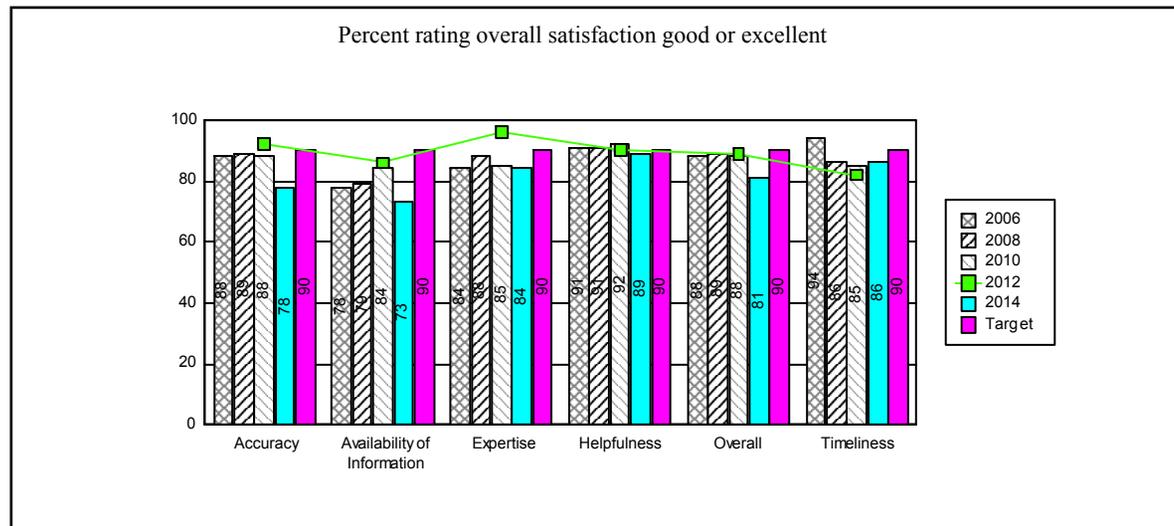
## **4. CHALLENGES**

The major challenge for Legislative Administration is performing its multiple, inter-related responsibilities at the highest quality level and to the satisfaction of everyone affected given the number of services provided by the Agency to the Legislature as a separate level of government within the Capitol, which functions as a monument, seat of government, and office building.

## **5. RESOURCES AND EFFICIENCY**

The 2013-15 approved budget (all funds) for Legislative Administration is \$73,246,958.

<b>KPM #1</b>	CUSTOMER SERVICE – The percentage of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, information available.	2005
<b>Goal</b>	Provide efficient, effective, accountable, and customer oriented services to all legislators.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Post session customer satisfaction survey of legislators and their staff.	
<b>Owner</b>	Legislative Administration, Kevin Hayden, 503-986-1847.	



1. OUR STRATEGY

Legislative Administration exists to serve the members of the Legislative Assembly, other legislative support offices and the public. In this age of easy access to information, customers demand accurate, timely information from people who are helpful and demonstrate expertise in their field. Legislative Administration has worked to expand the availability of information through the redesigned legislative website, implementation of the Oregon Legislative Information System (OLIS), as well as by telephone and broadcast media, and to drop-in visitors. Our customers now have fast

and easy access to accurate information due to all of these efforts .

## 2. ABOUT THE TARGETS

The targets are set at 90% for each service component.

## 3. HOW WE ARE DOING

Following the 2005 legislative session, we conducted a customer satisfaction survey of the 90 members of the Legislative Assembly. In that survey, members were asked to rate our performance in the areas of timeliness, accuracy, helpfulness, expertise and availability of information, as well as overall performance. Potential responses ranged from poor to fair to good to excellent, and included a “don’t know” option. All 90 legislators were surveyed.

We repeated the survey after the sessions in 2008, 2010, 2012, and 2014. Since 2008 all Legislative Service Agencies were surveyed in addition to the members of the Legislative Assembly and their staff. There were a total of 64 responses this year. Here is a summary of the results:

Accuracy 78%

Information Availability 73%

Knowledge and Expertise 84%

Helpfulness 89%

Overall Quality 81% Timeliness 86%

## 4. HOW WE COMPARE

Legislative Administration has not identified a reasonable comparable entity where similar survey information is readily available .

## 5. FACTORS AFFECTING RESULTS

Total responses decreased to 64 from 89 in 2012, and 103 in 2010. There are several factors, which may have affected the results of the survey, explaining the decline in the number of responses and the decrease in reported satisfaction. There are currently two permanent FTE in Administration, the Legislative Administrator and Management Analyst. The Management Analyst position is the “public facing” front of Administration and was filled by three different people during the biennium. This high turnover rate may have caused a decrease in the accuracy, availability, and expertise categories of this survey; as each new employee learned custom, practice, policy, and procedures affecting operations. Additionally, due to staff turnover, the survey was administered later in the year than on previous occasions. This may

have been a contributing factor in low response rates as fewer respondents recalled specific interactions with Administration . Finally, the design phase of the Oregon State Capitol Renovation project has required a significant time commitment by the Legislative Administrator and other staff; potentially delaying responses on day-to-day administrative requests. Additionally, there is no way to determine the specific office or service that drew Fair/Poor responses, nor can we differentiate between continuing staff and session staff .

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

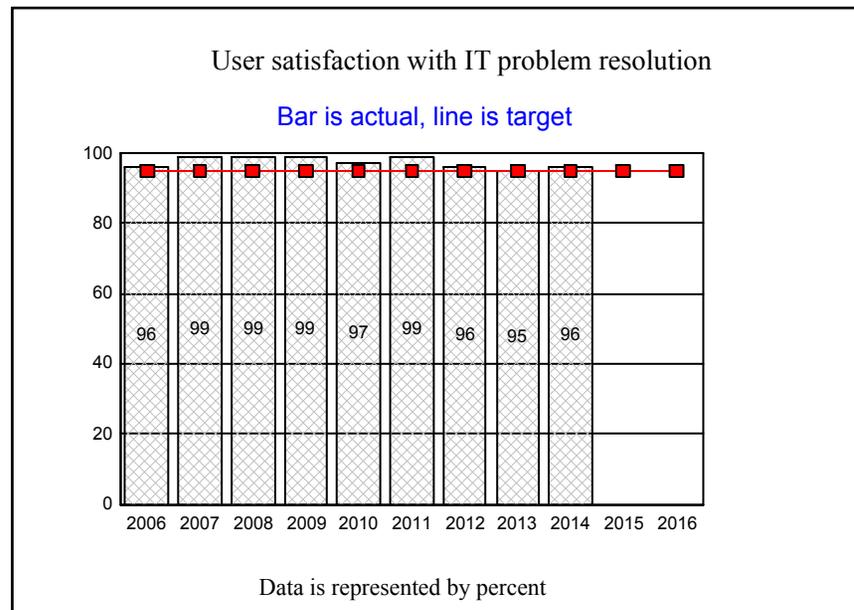
We continue to value all of our customers and strive to deliver excellent customer service . We must inform our staff that regular customer satisfaction surveys will be conducted, and we will expect regular improvement or maintenance of positive ratings in the results. The results must be used in our regular performance evaluation process to ensure that the survey results are reflected in the evaluations. We must also explore and employ additional measures to garner additional responses.

The survey will again be administered through the SurveyMonkey tool to all legislators, legislative staff, and the staff of all Legislative Service Agencies.

## **7. ABOUT THE DATA**

The survey was conducted through the SurveyMonkey tool to all legislators and legislative staff .

<b>KPM #2</b>	IT CUSTOMERS - The percentage of customers rating overall satisfaction with problem solution as above average or excellent.	2005
<b>Goal</b>	Resolve IT problems quickly and to the user's satisfaction.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Comments returned by users after IT problem resolution.	
<b>Owner</b>	Information Services, Shancy Saban, 503-986-1916	



**1. OUR STRATEGY**

Legislative Administration Information Services (IS) strives to provide timely, quality service. After responding to an IT request, a survey link is emailed to the requester for 20% of the IT requests. The requester rates the help desk on three measurements and the staff on four measures of satisfaction. The ratings range from 1 which is needs improvement to 5, which is excellent.

## 2. ABOUT THE TARGETS

Problems resolved quickly and to the user's satisfaction are expressed by rating 4 (above average) to 5 (excellent).

## 3. HOW WE ARE DOING

Positive responses from customers indicate Information Services is meeting the goal to provide quality service to Legislative customers at the target rate of 95% or better. Of the customers who responded to the surveys, 96% of customers rated service as "above average" or "excellent".

## 4. HOW WE COMPARE

IS is unaware of any reliable comparative data.

## 5. FACTORS AFFECTING RESULTS

The Legislature has a strong IT organization, with committed staff, a high standard for customer service, attention to unique user requirements, and continuously-improving procedures, systems, and processes.

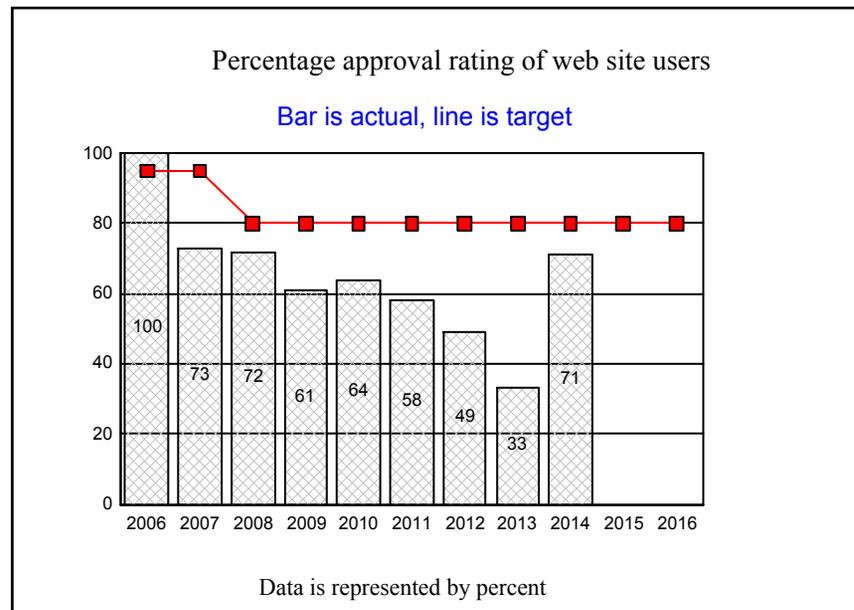
## 6. WHAT NEEDS TO BE DONE

IS will continue to monitor the quality and timeliness of services, and implement solutions that will help the strategic objective of providing service excellence to all customers.

## 7. ABOUT THE DATA

The satisfaction rate of 96% ("above average" or "excellent service") was based on 170 responses to surveys which were automatically delivered from July 2013–June 2014. The total IT requests processed for this period were 5,465 compared to 9,311 tickets processed in 2012/2013. The number of tickets processed during the period was down by 3,846. This is due to the fact that the current reporting year includes a 1 month session, where the prior reporting year included a five month session.

<b>KPM #3</b>	WEB-SITE – The percentage approval rating of web-site users.	2005
<b>Goal</b>	Expand and strengthen legislative information available to citizens via the Internet and email.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Electronic responses comments from Legislative Website users .	
<b>Owner</b>	Information Services, Shancy Saban, 503-986-1916	



**1. OUR STRATEGY**

Legislative Administration Information Services (IS) strives to provide timely and complete information to the public about the Legislature, members, legislative activities and the legislative process. The legislative website was re-designed, and the new website was implemented 10/1/2013 with the input and support of stakeholders in the Legislative Branch as well as input from the Executive Branch, the Lobby, and the public.

## 2. ABOUT THE TARGETS

Positive responses from citizens about the legislative website indicate that the legislative information provided on the legislative website is meaningful, accessible, accurate, timely, and of value to the public. Additionally, with the rollout of the new website, we have received tremendous feedback on the design of the new website, the intuitiveness of the new website as well as appreciation for value added functionality. It is the goal of IS to exceed a 75% favorable rating for website satisfaction.

## 3. HOW WE ARE DOING

The current year reflected a 71% satisfactory rating of the legislative website during the 2014 survey period, where survey participants rated the site as good or excellent. The previous year's satisfactory rating was 33%, so this reflects a 38% increase in satisfaction with the website. While this is good, there is still improvement needed to meet the target of 80% or better satisfactory rating .

## 4. HOW WE COMPARE

We are unaware of any reliable comparative data.

## 5. FACTORS AFFECTING RESULTS

The method of collecting data may not provide an accurate measure of overall customer satisfaction. As survey responses are self-reporting and not a random sample of all website users, the results may be skewed by a disproportionate number of survey respondents who either like or dislike the site. The total number of survey respondents was up significantly from the previous year reflecting 85 survey participants in 2014 compared to 49 in 2013 and 35 in 2012.

The redesign of the website improved customer satisfaction significantly, but in an effort to continuously improve, all comments and feedback are being evaluated and prioritized to continue to improve the overall satisfaction with the website.

## 6. WHAT NEEDS TO BE DONE

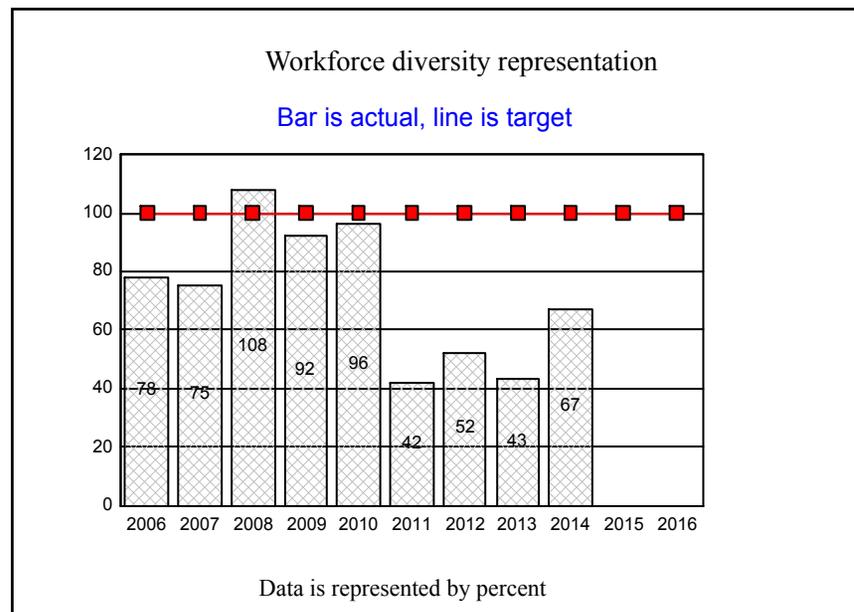
The user survey for this reporting period shows a significant increase in the satisfaction with the Legislative Website , and this is attributed to the great work of the Website Redesign team over the past year to listen to feedback from stakeholders and implement a site that improves the branding of the site, increases options for accessing information and provides value added functionality. Additionally, an ADA accessibility audit was completed demonstrating this site has been drastically improved for accessibility. Information Services acknowledges that there is more work will

be completed prior to the 2015 session to continue improving the ease of use of the site; this will be the area of focus since the look and feel of the site had a 77% satisfaction rating. This year the satisfaction with the site reflected a huge improvement over previous years. (71% positive rating in 2014, 33% positive rating in 2013, 49% positive rating in 2012, 58% positive rating in 2011, 64% positive rating in 2010, 61% positive rating in 2009 and 72% in 2008). Over 52% of the responses were received from Legislative staff, so there will be a focused effort to increase the feedback from citizens, as the response rate from citizens for the past year was a little over 10%.

## **7. ABOUT THE DATA**

For the 2013-2014 reporting year, a web survey was posted soliciting information from January 2, 2013 through June 30, 2013. Eighty-five responses were recorded. When asked to rate their satisfaction with the legislative website overall, 71% responded favorably (good or excellent), 1% had no opinion, 28% rated the site as "Fair" or "Poor". The survey inquired as to the overall user experience, the look of the legislative website, and the ease of finding information.

<b>KPM #4</b>	DIVERSITY – Racial/ethnic diversity in Legislative Administration as compared to the total State’s diversity.	2005
<b>Goal</b>	Legislative Administration workforce that reflects the diversity in the State.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	U.S. Census Bureau, Census 2013-Quickfacts;; self-reporting by Legislative Administration Committee (LAC) employees.	
<b>Owner</b>	Employee Services, Lore Christopher, 503-986-1370	



**1. OUR STRATEGY**

Our strategy to maintain a workforce that represents the diversity of Oregon begins with recruitment in a low-cost, broad-based manner, using the statewide NEOGOV on-line system and additional low or no cost website to reach all qualified applications. This broad-based approach will provide

multiple attempts to will reach qualified applicants of under-represented and diverse populations. Our strategy to retain our diverse workforce includes presentation of topical and interesting information and education through monthly diversity newsletters (“Diversity Diamonds”), agency participation in training opportunities (such as the annual Statewide Diversity Conference), agency encouragement of additional diversity training by managers through goal setting in annual performance evaluations, involvement and advocacy of diversity issues and topics as a member of the Governor’s Diversity and Inclusion (Affirmative Action) Board.

## **2. ABOUT THE TARGETS**

The targets reflect the percentage of people of color represented in Oregon based on the 2013 US Census - State & County QuickFacts. The actuals reflect the percentage of non-white people working in Legislative Administration as of June 2014.

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

The population of Oregon includes 22.5% non-white Oregonians based on the 2013 US Census Quickfacts. This is total population and not just the working population.

Our current representation is 14.6% (15%) Although we are only as 67% of our goal, we have improved our representation by 3% over last year. Our retention of diverse populations in our workplace remains is steady through conscientious efforts .

We have established cultural competence as a performance measure in performance evaluations for all LAC employees . We have increased training to include a monthly cultural competency newsletter. We have a dedicated employee who acts as our “Diversity Advocate” with direct responsibility to inform, train and educate our workforce about diversity and workplace inclusion topics.

## **4. HOW WE COMPARE**

2013-14 Goal = 22.5%, based on the Oregon reported non-white population per the 2013 US Census-Quickfacts.

2013-14 LAC results = 15%, based on LAC workforce (self identifying) reports as of June 2014.

Percent to goal = 67%, target to reach is 100% of 22.5% non-white target.

## **5. FACTORS AFFECTING RESULTS**

Employee reporting of ethnicity is voluntary and therefore may not accurately reflect our true workforce ethnicity.

Seasonal employment opportunities (legislative sessions) tend to see a high percentage of returning employees each session. This reduces the amount of new employees to the legislative branch;

Small state agencies (the largest being Legislative Administration with 89 continuing employees) has shallow career paths with limited opportunity for advancement

Direct political appointments impact our ability to attract and retain a diverse workforce.

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

Consistent compensation parity (COLA and Merit) with the Executive and Judicial Branches (as required by ORS) will improve our ability to recruit. Demanding work environment needs to be mitigated by allowing flexible work schedules to promote work- life balance and flexibility of different cultural norms.

Retention of workforce diversity by continued emphasis on:

- Regular presentation of topical and interesting information and education through monthly diversity newsletters (“Diversity Diamonds”),
- Agency participation in training opportunities (such as the annual Statewide Diversity Conference),
- Agency encouragement of additional diversity training by managers through goal setting in annual performance evaluations,
- Agency involvement and advocacy of diversity issues and topics as a member of the Governor’s Diversity and Inclusion (Affirmative Action) Board

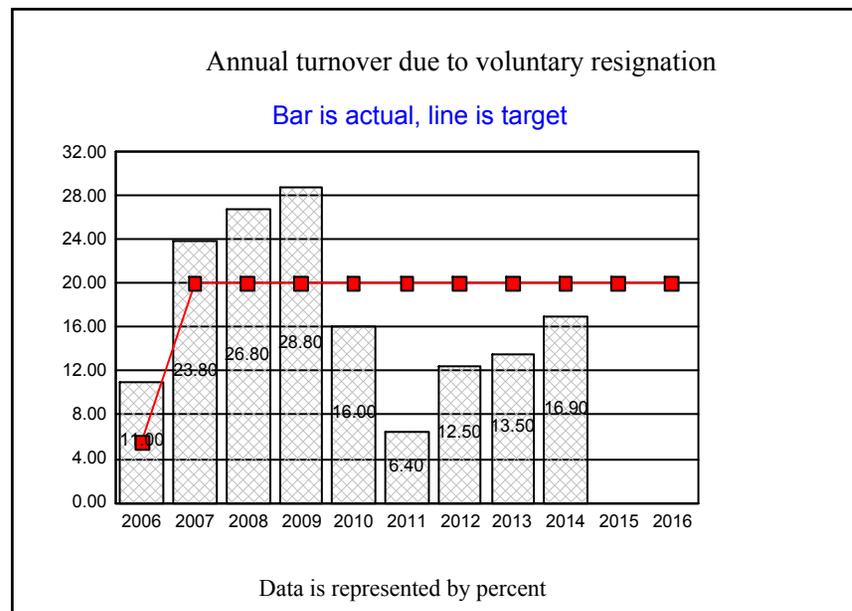
## **7. ABOUT THE DATA**

The comparative data was taken from 2013 US Census Quickfacts data.

Agency data is a “snapshot” specific to one date in time of how our workforce looked in June 2014.

Voluntary self-disclosure of race and ethnicity is how we gather ethnicity information; therefore, we may not have accurate or complete data that could impact our true diversity ratios.

<b>KPM #5</b>	TURNOVER – Annual voluntary turnover rate of the Legislative Administration continuing workforce.	2005
<b>Goal</b>	A stable workforce in well trained, experienced and knowledgeable state employees.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	On-line exit surveys and other data inserted into the Human Resource Information System data and compiled annually; Bureau of Labor Statistics, US Department of Labor.	
<b>Owner</b>	Employee Services, Lore Christopher, 503-986-1370	



**1. OUR STRATEGY**

Retain an experienced, well-trained and competent workforce by making changes that are controllable and contribute to voluntary resignations.

## 2. ABOUT THE TARGETS

Reasons for leaving are coded into the Personnel Position Data Base (PPDB), statewide Human Resource Information System (HRIS), and HRVantage, the legislative HRIS system. Target is to have no greater turnover than the national average for Government Jobs as reported by the Bureau of Labor Statistics, U.S. Department of Labor.

2008 Turnover actual was 26.8% (07/01/07 - 06/30/08) 2009 Turnover actual was 16.4% (07/01/08 - 06/30/09) 2010 Turnover actual was 16% (07/01/09 - 06/30/10) 2011 Turnover actual was 6.4% (07/01/10 - 06/30/11) 2012 Turnover actual was 12.5% (07/01/11 - 06/30/12) 2013 Turnover actual was 13.5% (07/01/12 - 06/30/13) 2014 Turnover actual was 16.9% (07/01/13-06/30/14)

## 3. HOW WE ARE DOING

Our annual turnover exceeded the national average for government jobs by 1.3%. Exit interviews that are being delivered by hard copy and via electronic survey are giving us higher volume and more accurate information about why employees are choosing to leave.

## 4. HOW WE COMPARE

We are exceeding the national average of 15.6% annual turnover by 1.3% (8%). Our turnover increased by 3.4% (a 25% increase) over last year.

## 5. FACTORS AFFECTING RESULTS

1. Promotional opportunities in or outside of government = 47% (7)
2. An aging workforce, i.e. retirements = 27% (4)
3. A demanding work environment; job pressure (long hours; weekends; short timelines to complete projects; fewer resources) = 20% (3)
4. Continuing education, i.e. employees returning to school = 6% (1)

## 6. WHAT NEEDS TO BE DONE

Continue to collect data from exiting employees, analyze the reasons for leaving, and form a strategy for addressing the issues that impact exit.

A. **Promotional and increased compensation opportunities.** (47% ) Legislative salaries were frozen for four years. This continued to impact our turnover as almost half of the employees exiting were due to promotions/better compensation. Additionally, the legislative branch is the smallest

branch of government with approximately 350 continuing (year-round) employees. Promotional opportunities and job ladders are very limited within the branch; however, many legislative employees are able to promote into other state agency.

**B. Retirees.** (27%) This circumstance will continue as “Baby Boomers” continue to work through the employment cycle through the next decade.

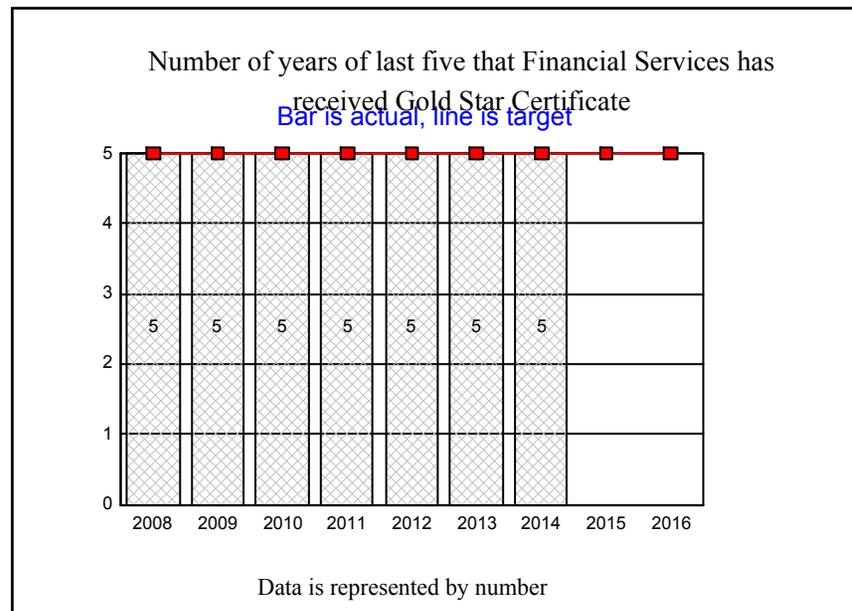
**C. Demanding work environment.** (20%) Continued work with employees to flex schedules and maintain work-life balance through employee counseling and continue to train managers in ways to meet the needs and demands of today’s workforce .

**D. Education.** (6%) The legislative branch traditionally has a high degree of younger employees who return to school to complete advanced degrees. Continue to explore additional training and educational opportunities while working. ( Weekend classes, night school, etc.).

## 7. ABOUT THE DATA

Review period was 7/1/13 – 6/30/14, and based on actual termination coding. This is coded into the HRIS systems used in Legislative Administration; however, the voluntary resignation category can be a “catch all” for many reasons that can only be identified through anonymous exit interviews via Survey Monkey and hard copy mail-outs that have been implemented.

<b>KPM #6</b>	GOLD STAR CERTIFICATE – Number of years out of last five that Financial Services earns State Controller’s Division Gold Star Certificate for the Legislative agencies it serves.	2005
<b>Goal</b>	Provide fiscal accountability, compliance and sound financial management.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Receipt of Gold Star certificate from the State Controller.	
<b>Owner</b>	Financial Services, Sandra Rierson, 503-986-1377	



**1. OUR STRATEGY**

As an office that provides accounting services to five legislative agencies , it is important to earn credibility and provide fiscal accountability to our customers.

**2. ABOUT THE TARGETS**

The target is based on the State Controller's Division key performance measure objective to track years out of last 5 that a clean audit opinion was received on the State's Comprehensive Annual Financial Report (CAFR).

**3. HOW WE ARE DOING**

Our goal is to earn this certificate every year, which we have thus far.

**4. HOW WE COMPARE**

As reported by the State Controller's Division in their fiscal year 2011 performance measure report, 94% of state agencies earned their Gold Star Certificate. Their target was 90%.

**5. FACTORS AFFECTING RESULTS**

In any given year, actual results may be impacted by staff turnover, resource constraints within Legislative Administration, and the extent and complexity of new accounting and financial reporting standards promulgated by the Governmental Accounting Standards Board (GASB).

**6. WHAT NEEDS TO BE DONE**

Financial Services continues to make fiscal year financial reporting a priority.

**7. ABOUT THE DATA**

Oregon fiscal year.

**LEGISLATIVE ADMINISTRATION****III. USING PERFORMANCE DATA**

**Agency Mission:** Legislative Administration supports the Oregon Legislature, promotes access to the legislative process, and provides efficient, effective, accountable and customer-oriented services to all legislators, legislative departments, the public, and other government agencies.

**Contact:** Kevin Hayden

**Contact Phone:** 503-986-1847

**Alternate:**

**Alternate Phone:**

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

**1. INCLUSIVITY**

- \* **Staff:** Key Performance Measures were developed by the Legislative Administration Leadership Team, consisting of managers and supervisors from all functional units of the agency.
- \* **Elected Officials:** Elected officials were surveyed to determine our level of performance.
- \* **Stakeholders:** In 2008, we expanded our customer satisfaction survey to include legislative agency staff.
- \* **Citizens:** Not involved, except for soliciting their input on the legislative website.

**2 MANAGING FOR RESULTS**

Performance measures will be incorporated in performance evaluations for all Legislative Administration managers and supervisors. Some aspects of the measures have been incorporated into revised performance evaluation forms for the past year.

**3 STAFF TRAINING**

Staff has received training on specific aspects of the performance measures, including the practical value of the measures.

**4 COMMUNICATING RESULTS**

- \* **Staff:** Performance measures are included in annual performance evaluation of all staff.
- \* **Elected Officials:** The Legislative Administration Committee receives periodic reports on performance measures.
- \* **Stakeholders:** Beginning in 2008, the results of the survey were shared with legislative agency staff.
- \* **Citizens:** No report to citizens.