

ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

TIME PERIOD: FISCAL YEAR 2004–2005

INTRODUCTION

Performance Target Achievement	#
Total Number of Key Performance Measures (KPMs)	14
# of KPMs at target for most current reporting period	9
# of KPMs not at target for most current reporting period	5

Influence on Benchmarks and High-level Outcomes

- Made over 2.9 million timely, fair and accurate benefit payments to Oregonians.
- Provided economic stability by injecting over \$700 million into the Oregon economy.

Performance Accomplishments

- Transitioned from accepting initial claims at 37 local offices to accepting initial claims at three UI Service Centers.
- Shifted away from paper initial claims to telephone and internet initial claims.
- Processed UI Initial Claims for over 400,000 Oregonians in a timely and effective manner.

Future Challenges

- Implementation of 2007-09 Agency Strategic Plan.
- Implementing a new model of interaction between the agency and its employer customers
- Bring a web-based performance reporting system online; called the Key Measurement System (KMS).

ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency: Employment Department	Date Submitted: September 30, 2005	Version No.: 1
Contact: David Sutherland	Phone: 503-947-1251	
Alternate: Tracy Louden	Phone: 503-947-1213	

Agency Name:		Agency No.:
The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.		
1	How were staff and stakeholders involved in the development of the agency's performance measures?	Staff and managers at all levels and from all sections of the agency were represented in a year long performance measure selection process. Staff from each major division of the agency were asked to compile a list of measures that represented their activities. They were then requested to select those measures that they considered to be key measures that best represented those 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.
2	How are performance measures used for management of the agency?	They are used primarily for performance monitoring and compliance with respect to U.S. Dept. of Labor performance standards. Performance measures are available weekly, monthly and quarterly for review by managers, as appropriate.
3	What training has staff had in the use performance measurement?	Currently there is no agency-wide training for staff in the use of performance measurement.
4	How does the agency communicate performance results and for what purpose?	Performance results are available on the Agency Intranet for purposes of informing staff. They are also disseminated periodically at management meetings for purposes of performance monitoring and decision making. In future performance results will be available online via the Key Measurement System (KMS). This system will be fully functional in 2006. www.emp.state.or.us
5	What important performance management changes have occurred in the past year?	The Department has transitioned to our new service delivery model in which agency UI services are delivered from three telephone call centers in Portland, Eugene, and Bend. Withdrawing the UI function from local offices has also affected how our other services and those of our partner agencies are delivered at the local level. The transition to this new structure will continue through 2005 and into 2006.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -01 ENTERED EMPLOYMENT – % of job seekers who got a job with a new employer after registering with the Employment Department	Target				NA	NA	60%	60%	62%	62%
	Data				NA	59%	59%	62%		

Data Source: ETA 9002

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Matching Employers with Job Seekers

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

How effectively the department provides employers with qualified job seekers and provides job seekers with appropriate employment opportunities

Compare actual performance to target and explain any variance.

Performance exceeds target.

Summarize how actual performance compares to any relevant public or private industry standards.

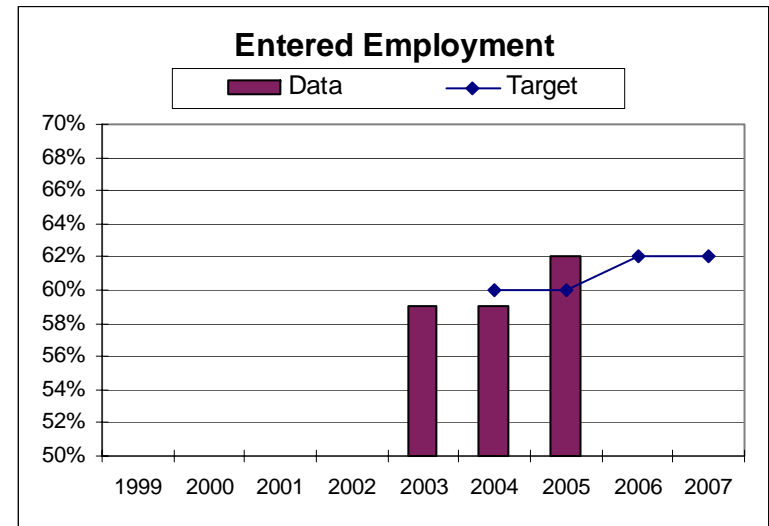
US Dept of Labor established a goal of 60% for this reporting period.

What is an example of a department activity related to the measure?

Qualified Employment Service (ES) registrants are referred to employers who have placed job listings with the department

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -02 EMPLOYMENT RETENTION – % of Job Seekers who were in employment two quarters after registering with the Employment Department.	Target				NA	NA	NA	77%	79%	79%
	Data				NA	NA	77%	79%		

Data Source: ETA 9002

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Matching Employers with Job Seekers

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

How effectively the department provides employers with qualified job seekers and provides job seekers with appropriate employment opportunities.

Compare actual performance to target and explain any variance.

Performance exceeds target.

Summarize how actual performance compares to any relevant public or private industry standards.

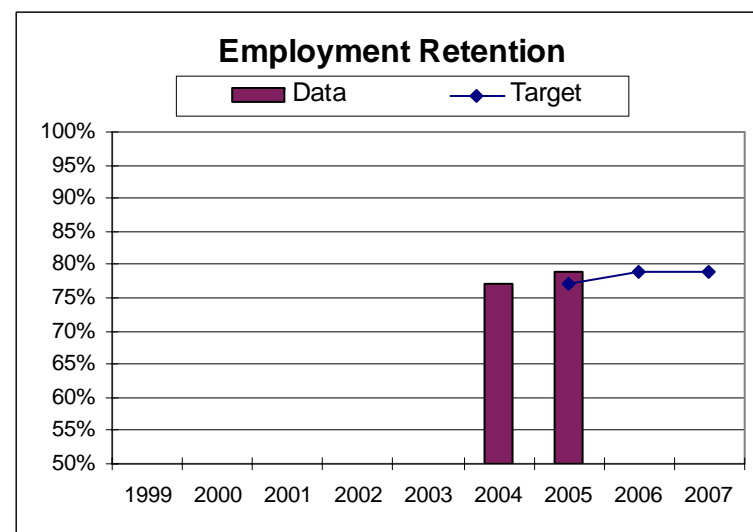
US Dept of Labor established a goal of 77% for this reporting period.

What is an example of a department activity related to the measure?

Qualified Employment Service (ES) registrants are referred to employers who have placed job listings with the department

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -03 EMPLOYER SATISFACTION – % of employers who rate department services good or excellent on average.	Target				NA	NA	NA	90%	90%	90%
	Data				NA	NA	89.1%	91.8%		

Data Source: Employment Service Survey

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Matching Employers with Job Seekers

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Quality of service provided to employer customers during the job listing process.

Compare actual performance to target and explain any variance.

Performance exceeds target.

Summarize how actual performance compares to any relevant public or private industry standards.

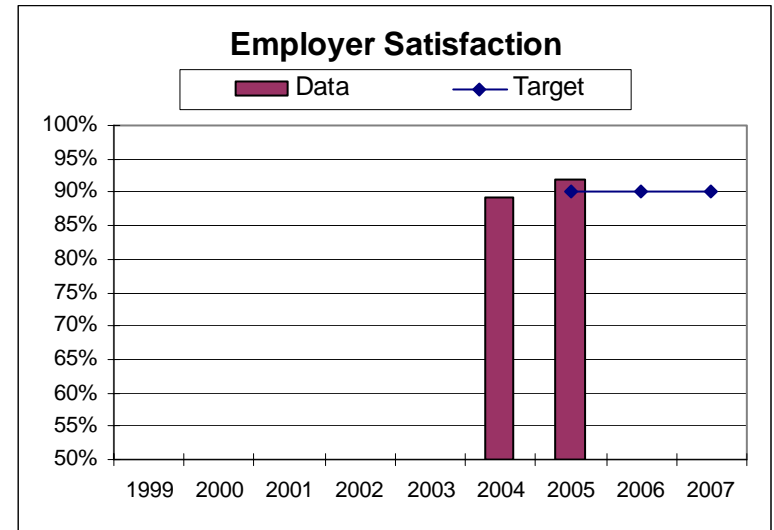
This level of satisfaction would be considered high by almost any standard.

What is an example of a department activity related to the measure?

Completing the job listing and applicant referral process to employers’ expectations

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -04 JOB SEEKER SATISFACTION – % of job seekers who rate department services good or excellent on average.	Target				NA	NA	NA	95%	95%	95%
	Data				NA	NA	94.3%	93.9%		

Data Source: Employment Service Survey

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Matching Employers with Job Seekers

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Quality of services received by Job Seekers during the referral process.

Compare actual performance to target and explain any variance.

Performance is within 1% of target.

Summarize how actual performance compares to any relevant public or private industry standards.

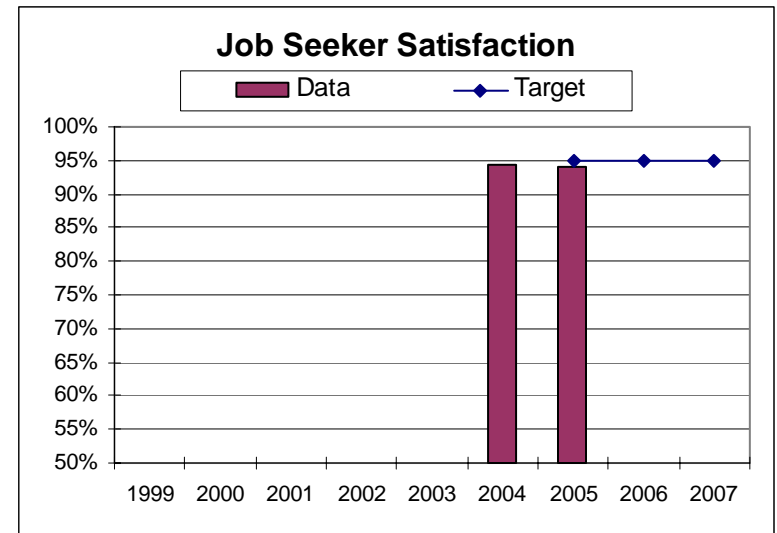
This level of satisfaction would be considered high by almost any standard.

What is an example of a department activity related to the measure?

Referring qualified Job Seekers to employers with suitable openings.

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 20054

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -05 FIRST PAYMENT TIMELINESS – % of initial unemployment insurance payments made within 21 days of eligibility.	Target				90%	90%	90%	90%	92%	94%
	Data	94.8%	94.4%	93.3%	92.0%	90.7%	89.6%	90.9%		

Data Source: ETA 9050

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Timely, Fair & Accurate Unemployment Insurance Payments

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment's contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Prompt and effective processing of Unemployment Insurance (UI) benefit payments.

Compare actual performance to target and explain any variance.

Performance exceeds target.

Summarize how actual performance compares to any relevant public or private industry standards.

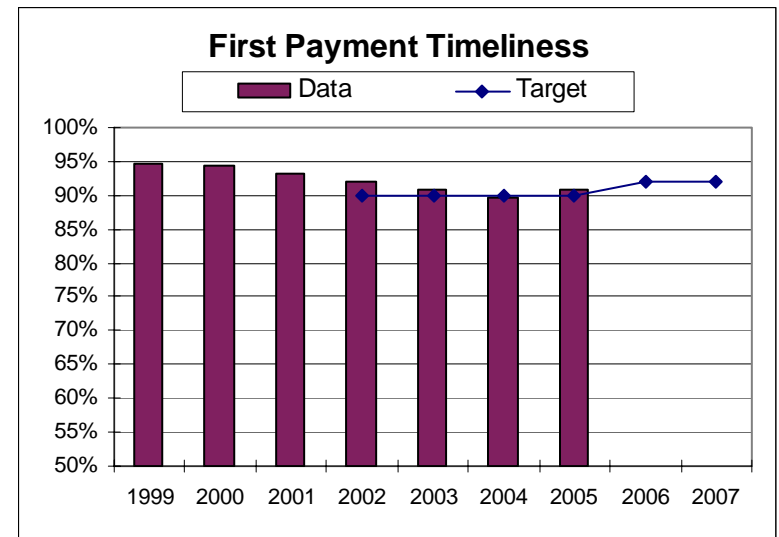
A 90% standard is set by the US Dept. of Labor as the desired level of achievement for this measure.

What is an example of a department activity related to the measure?

The processing of UI initial claims.

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -06 NON-MONETARY SEPARATIONS TIMELINESS – % of claims which are related to job separation that are adjudicated within 21 days of issue detection	Target				75%	76%	78%	80%	80%	80%
	Data	84.6%	80.9%	73.6%	68.9%	63.4%	63.7%	66.9%		

Data Source: ETA 9052

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Timely, Fair & Accurate Unemployment Insurance Payments

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

The timeliness with which the department determines an applicant’s eligibility for UI benefit payments.

Compare actual performance to target and explain any variance.

Performance is well below target, but shows improvement. Shift to UI Centers created some turbulence in our processes, so we did not get the expected performance gains. Also, our target was unrealistic. We continue to expect substantial gains in performance from the shift to UI Centers.

Summarize how actual performance compares to any relevant public or private industry standards.

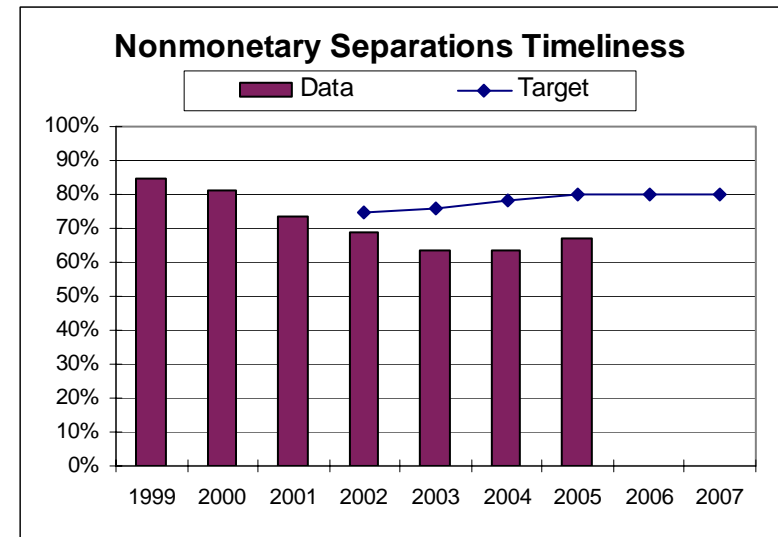
An 80% standard is set by the US Dept. of Labor as the desired level of achievement for this measure.

What is an example of a department activity related to the measure?

Adjudication of eligibility issues between employers and claimant that relate to the way a claimant’s employment is terminated.

What needs to be done as a result of this analysis?

We have instituted performance monitoring and corrective action with UI Center management. Recent monthly gains in performance show marked improvement.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -07 NON-MONETARY NON-SEPARATIONS TIMELINESS – % of claims which are unrelated to job separation that are adjudicated within 21 days of issue detection.	Target				70%	70%	70%	70%	80%	80%
	Data	70%	67%	67.8%	69.7%	67.5%	67.7%	76.7%		

Data Source: ETA 9052

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Timely, Fair & Accurate Unemployment Insurance Payments

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

The timeliness with which the department determines an applicant’s eligibility for UI benefit payments

Compare actual performance to target and explain any variance.

Performance exceeds target.

Summarize how actual performance compares to any relevant public or private industry standards.

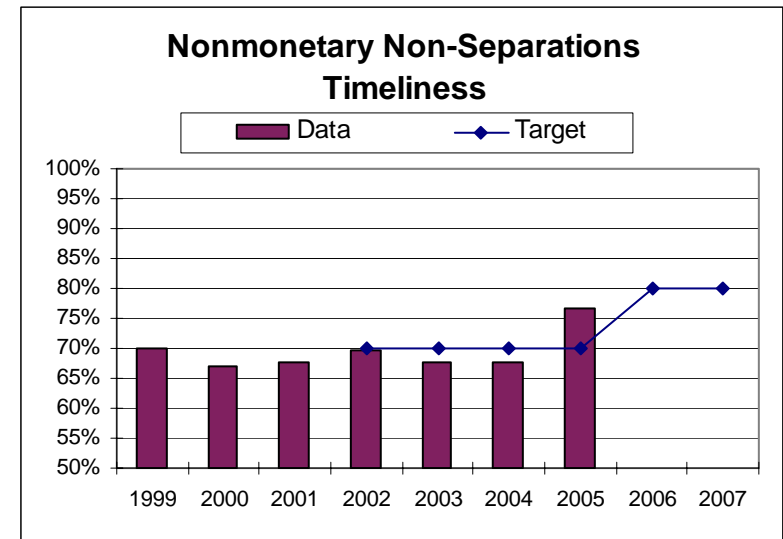
An 80% standard is set by the US Dept. of Labor as the desired level of achievement for this measure

What is an example of a department activity related to the measure?

Adjudication of eligibility issues between the department and a claimant that relate to the rules for benefit eligibility

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -08 NON-MONETARY DETERMINATIONS QUALITY – % of cases in which adjudication meets a standard of quality.	Target				66%	67%	68%	70%	70%	70%
	Data	70.9%	79.4%	63.5%	61.9%	57.8%	59.8%	71.7%		

Data Source: ETA 9056

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Timely, Fair & Accurate Unemployment Insurance Payments

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Indicates the quality of the process followed in adjudicated claims.

Compare actual performance to target and explain any variance.

Performance exceeds target..

Summarize how actual performance compares to any relevant public or private industry standards.

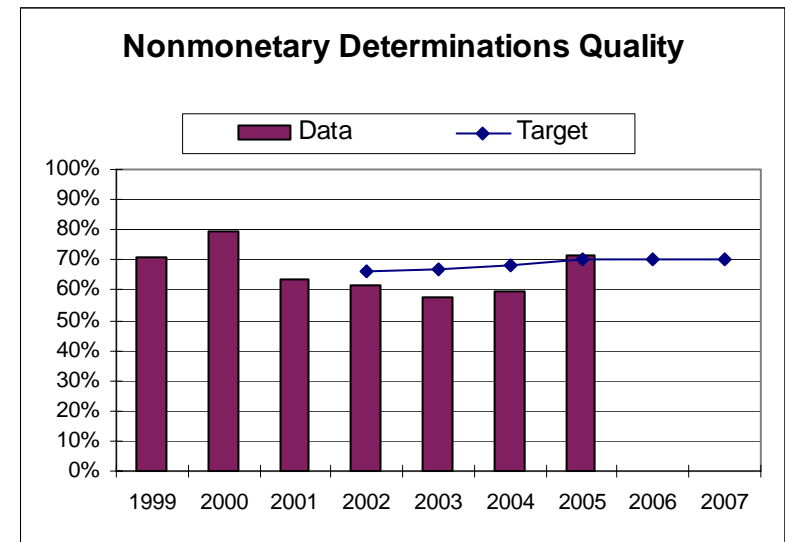
A 75% standard is set by the US Dept. of Labor as the desired level of achievement for this measure

What is an example of a department activity related to the measure?

Adjudication of UI claims

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -09 LOWER AUTHORITY APPEALS TIMELINESS – % of cases requesting a hearing that are heard or are otherwise resolved within 30 days of the date of request.	Target				45%	57%	61%	63%	65%	65%
	Data	78.7%	60.2%	49.5%	40.8%	62.1%	56.6%	71.5%		

Data Source: ETA 9054

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Timely, Fair & Accurate Unemployment Insurance Payments

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

The timeliness with which the department responds to a claimant’s request for a hearing regarding eligibility for UI benefit payments

Compare actual performance to target and explain any variance.

Performance exceeds target

Summarize how actual performance compares to any relevant public or private industry standards.

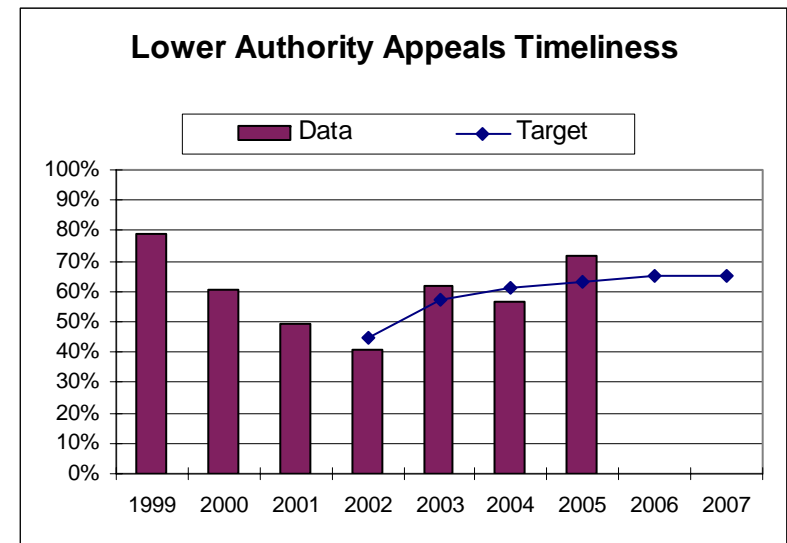
A 60% standard is set by the US Dept. of Labor as the desired level of achievement for this measure

What is an example of a department activity related to the measure?

Cases heard by Administrative Law Judges.

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -10 LOWER AUTHORITY APPEALS QUALITY – % of hearings that meet a standard of quality.	Target				99%	99%	99%	99%	92%	92%
	Data	100%	100%	100%	100%	98.8%	91.5%	95.0%		

Data Source: ETA 9057

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Timely, Fair & Accurate Unemployment Insurance Payments

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Indicates the quality of the process followed in UI claims hearings

Compare actual performance to target and explain any variance.

Performance is 4% below target. Measure is a 4 quarter moving average, one poor quarter (Dec 2004) takes a year to erase.

Summarize how actual performance compares to any relevant public or private industry standards.

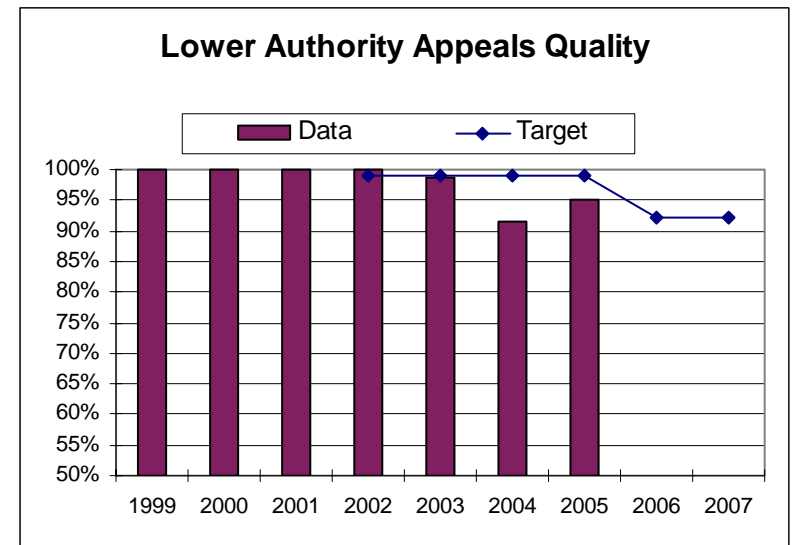
An 80% standard is set by the US Dept. of Labor as the desired level of achievement for this measure

What is an example of a department activity related to the measure?

Cases heard by Administrative Law Judges.

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -11 HIGHER AUTHORITY APPEALS TIMELINESS – % of cases requesting an appeal that receive a decision within 45 days of the date of request.	Target				90%	90%	90%	90%	70%	70%
	Data	91%	90.8%	89%	91.3%	84.3%	54.1%	70.7%		

Data Source: ETA 9054

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Timely, Fair & Accurate Unemployment Insurance Payments

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

The timeliness with which the department processes a claimant’s request for a hearing regarding eligibility for UI benefits.

Compare actual performance to target and explain any variance.

Performance is 19% below target, but has improved 30% in the past year. 2005 target was set before reduction in staffing took place and was therefore unrealistic. 2006 target of 70% is appropriate given current staffing levels.

Summarize how actual performance compares to any relevant public or private industry standards.

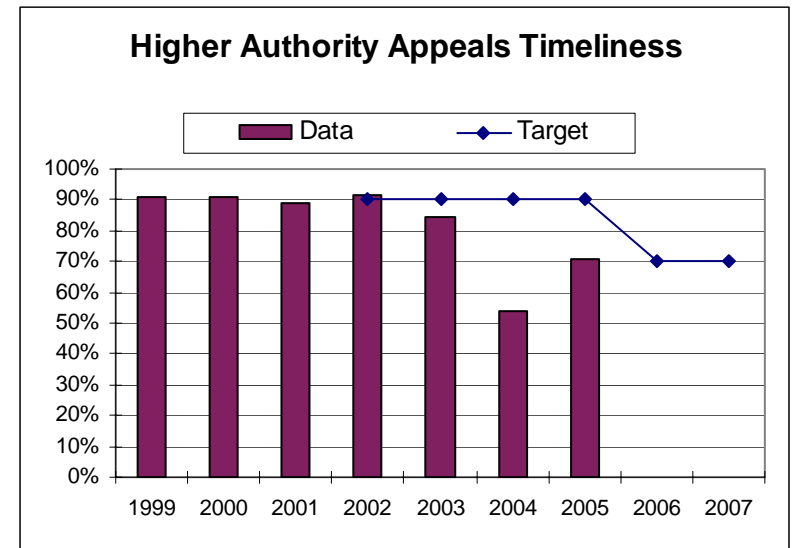
A 50% standard is set by the US Dept. of Labor as the desired level of achievement for this measure

What is an example of a department activity related to the measure?

Hearing appeals of Lower Authority decisions.

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -12 TIMELINESS OF EMPLOYER TAX REPORTS – % of employers that submitted tax reports by the due date.	Target				90%	90%	90%	90%	90%	90%
	Data	88.6%	89.1%	89.8%	87.0%	87.4%	86.8%	84.1%		

Data Source : USDOL Tax Performance System

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Maintain Solvent Trust Fund

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Effectiveness of voluntary compliance in establishing amount of collectible tax.

Compare actual performance to target and explain any variance.

Performance is 5% below target. Compliance has been declining since 2002; may be a result of reduction in economic activity.

Summarize how actual performance compares to any relevant public or private industry standards.

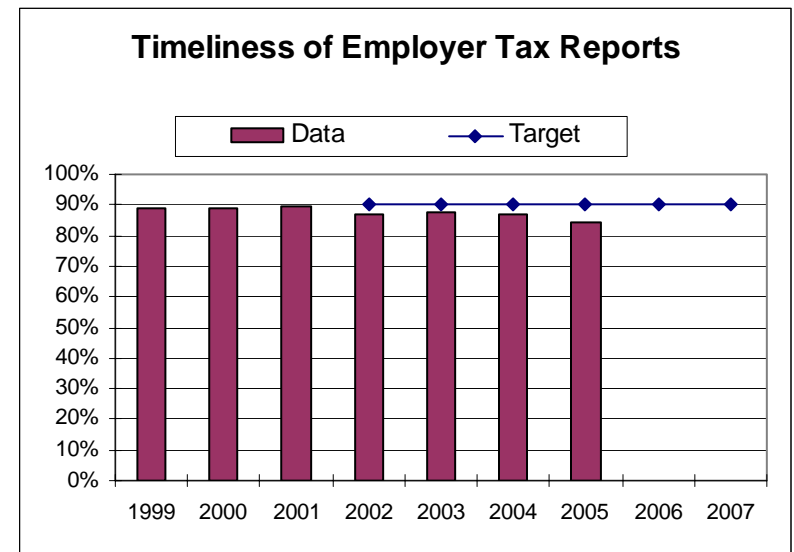
National average is currently 87.6%.

What is an example of a department activity related to the measure?

Maintaining an easy to use electronic filing system that supports voluntary compliance.

What needs to be done as a result of this analysis?

Agency is considering feasibility of sanctions for delinquent employers.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -13 TIMELINESS OF EMPLOYER TAX PAYMENTS – % of employers that submitted tax payments by the due date.	Target				95%	95%	95%	95%	95%	95%
	Data	94.2%	94.0%	92.7%	94.3%	95.3%	95.8%	96.1%		

Data Source: USDOL Tax Performance System

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Maintain Solvent Trust Fund

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Effectiveness of voluntary compliance in submission of tax payments

Compare actual performance to target and explain any variance.

Performance exceeds target.

Summarize how actual performance compares to any relevant public or private industry standards.

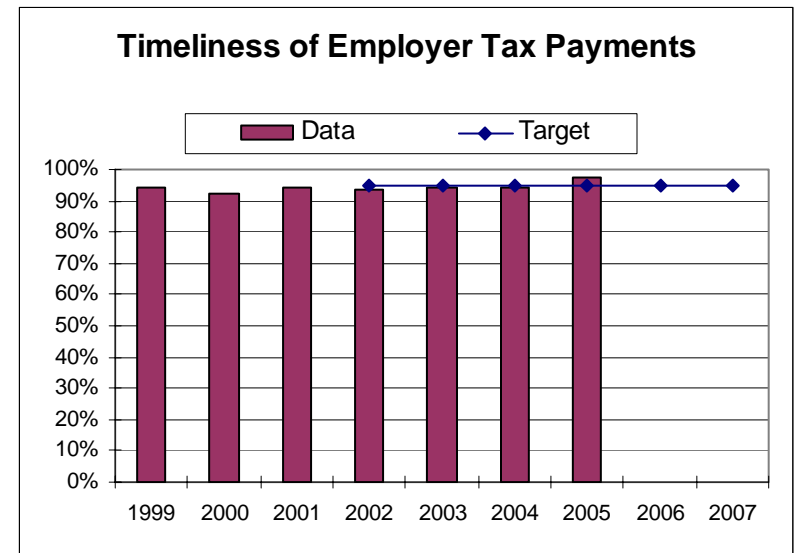
National average is currently 91.0%.

What is an example of a department activity related to the measure?

Monitoring of employer payment activity.

What needs to be done as a result of this analysis?

No action required.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Employment Department		Agency No.: 471								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -14 CHILD CARE HEALTH & SAFETY REVIEWS – % of family child care facilities required to have health & safety onsite reviews that were reviewed by Child Care Division	Target				100%	100%	100%	100%	100%	100%
	Data	100%	100%	100%	100%	100%	100%	100%		

Data Source: Child Care Division

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Safe, Quality Child Care

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Employment’s contribution to related Oregon benchmarks is indirect and has limited impact.

How does the performance measure demonstrate agency progress toward the goal?

Ensures that child care facilities meet health and safety standards.

Compare actual performance to target and explain any variance.

Performance meets target.

Summarize how actual performance compares to any relevant public or private industry standards.

No standard available.

What is an example of a department activity related to the measure?

In-person visits to child care facilities.

What needs to be done as a result of this analysis?

No action required.

