

**EMPLOYMENT RELATIONS BOARD**

**Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)**

**Proposed KPM's for Biennium (2009-2011)**

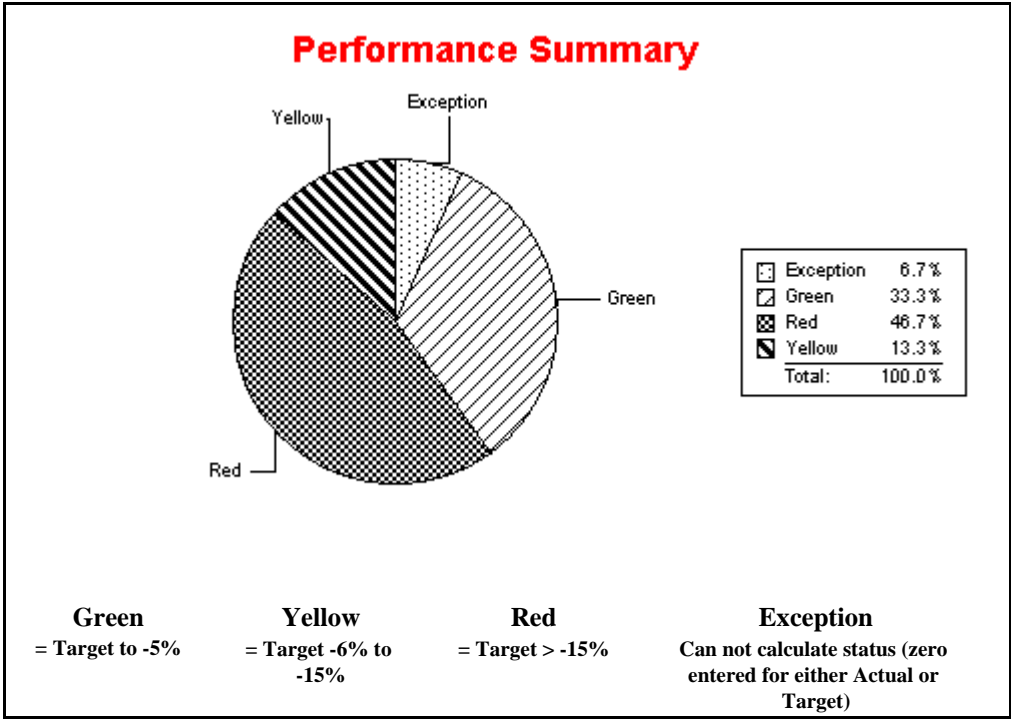
Original Submission Date: 2008

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
1 a	Union representation -- Average number of days to resolve a petition for union representation when a contested case hearing is required.
1 b	Union representation -- Average number of days to resolve a petition for union representation when a contested case hearing is not required.
2 a	Administrative Law Judge (ALJ) hearings -- Average number of days from the date of filing of a contested case to the first date an ALJ is available to hear the case.
2 b	Administrative Law Judge (ALJ) hearings -- Average number of days from the date of filing of a contested case to the actual date of the hearing.
3	Settling cases -- Percentage of cases assigned to an ALJ that are settled or withdrawn prior to hearing.
4	Recommended orders -- Average number of days for an Administrative Law Judge to issue a recommended order after the record in a contested case hearing is closed.
5	Final Board orders -- Average number of days from submission of a case to the Board until issuance of a final order.
6	Process complaints in a timely manner -- Average number of days to process a case that involves a hearing, from the date of filing to the date of the final order.
7 a	Appeals -- Percentage of Board Orders which are appealed.
7 b	Appeals -- Percentage of Board Orders which are reversed on appeal.
8 a	Mediation effectiveness -- Percentage of contract negotiations disputes that are resolved by mediation for strike-permitted employees.
8 b	Mediation effectiveness -- Percentage of contract negotiations disputes that are resolved by mediation for strike-prohibited employees.
9 a	Mediator availability -- Average number of days following a request for mediation assistance in contract negotiations to the date a mediator is available to work with the parties.

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
9 b	Mediator availability -- Average number of days following a request for mediation assistance in contract negotiations to the date the first mediation session occurs.
10	Customer Satisfaction - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.

<b>New</b> <b>Delete</b>	
	<b>Title:</b>  <b>Rationale:</b>

<b>EMPLOYMENT RELATIONS BOARD</b>		<b>I. EXECUTIVE SUMMARY</b>	
<b>Agency Mission:</b> The Mission Of The Employment Relations Board Is To Resolve Disputes Concerning Labor And Employment Relations.			
<b>Contact:</b> Paul B. Gamson, Board Chair		<b>Contact Phone:</b> 503-378-8039	
<b>Alternate:</b> Leann G. Wilcox, Office Administrator		<b>Alternate Phone:</b> 503-378-8610	



**1. SCOPE OF REPORT**

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

Board and Administration. The Board is the state’s "labor law appeals court" for labor-management disputes within state and local governments. The three-member Board issues final agency orders in contested case adjudications of unfair labor practice complaints, representation matters, appeals from state personnel actions, declaratory rulings, and related matters. The Board also administers state labor laws that cover private sector employees who are exempt from the National Labor Relations Act.

The Board chair acts as the agency administrator in addition to the normal duties as a Board member. The chair is responsible for the agency budget and all other administrative decisions. The agency's office administrator is responsible for business continuity planning and reporting, performance measure coordination and reporting, affirmative action, and other administrative duties and reports required of all state agencies. This includes representing the agency at statewide meetings. Additionally, the office administrator manages the agency budget, personnel, payroll, equipment, information technology, the website, coordinates and supervises the support staff, and oversees the daily office functions. The three Board members and office administrator are assisted by the board secretary.

Conciliation Services. The Conciliation Service Office consists of the State Conciliator, two mediators, and .5 FTE support staff. They provide mediation and conciliation services to help parties resolve their collective bargaining disputes, contract grievances, unfair labor practices, and representation matters; provide training in methods of alternative dispute resolution, labor/management cooperation, problem solving, and other similar programs designed for the specific needs of the parties; and maintain a list of qualified labor arbitrators who are available to parties to a labor dispute.

Hearings. The Hearings Office consists of three Administrative Law Judges (ALJ) and one support staff. The ALJs conduct contested case hearings on unfair labor practice complaints filed by public employers or public employee groups, state personnel appeals, and representation matters referred by the Elections Coordinator. Following contested case hearings, the ALJs issue recommended decisions which the parties can appeal to the Board.

Elections. The Elections Coordinator processes all petitions involving union representation and composition of the bargaining unit, conducts elections and card checks when necessary, and certifies election results. Elections is staffed by .5 FTE.

## **2. THE OREGON CONTEXT**

The public policy underlying the work of the Employment Relations Board is to promote workplace stability and reduce workplace disputes and the accompanying costs and disruption of public services. All Oregonians benefit from the agency's services. Resolution of workplace disputes ensures that the public will continue to receive high-quality public services without impairment or interruption, creates a more stable and productive workforce, and reduces the costs of recruitment and training. Equally important, resolution of workplace disputes is faster, more efficient, and less expensive than settling disagreements through court proceedings. The agency's work supports the state's goal of economic growth. Companies deciding whether to relocate in Oregon, as well as those deciding whether to stay, inevitably consider whether there are reliable, efficient, high-quality public services to support their business.

The agency has determined that its Key Performance Measures have no primary links to Oregon Benchmarks.

### **3. PERFORMANCE SUMMARY**

The agency has improved its overall performance since the last report even though a number of targets were not met (“red”). Much of the data for FY 2008 reflects the completion of a large number of older cases, and significant improvement is expected in future reports.

The agency began the year with backlog of cases in the Hearings Office and before the Board. This backlog developed over the past five years due to staff reductions and turnover. The results of the backlog are especially apparent in measures relating to contested cases. The majority of the backlog was cleared by the end of the year, and performance should improve significantly in future reports, although the resolution of some of the older cases will continue to affect the results for FY 2009.

In addition, it was necessary to hold a mediator position vacant for a period of time to offset the lack of fee revenue. As a result, the two remaining mediators had a significant increase in their workloads and were unable to provide services in a manner (timing and amount) that would be most conducive to resolving disputes. The agency is submitting a Policy Option Package to address this issue.

### **4. CHALLENGES**

Staff turnover and staff reductions have been the root causes of most of the agency’s challenges over the past five years. Since the beginning of 2003, the agency has experienced an unusually high number of personnel changes. Starting at the top, since 2003, nine different people have occupied the three Board positions. An unusually large number of key personnel left the agency, and others moved into different positions within the agency. In April 2008, eight of the agency’s 13 employees had held their positions for a year or less. Although the agency hired capable replacements, the lost experience left a gap that will take time to fill.

Beginning in 2003, the agency was reduced to just two administrative law judges and a backlog of cases developed. In June 2007, the Governor appointed one of the agency’s ALJs to the Board, and later appointed that person’s replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. The 2007 legislature authorized the agency to add a third ALJ to help clear the backlog.

Change can, however, be positive. The agency used this opportunity to review and, where appropriate, revise its organizational structure and procedures in order to streamline work and maximize its resources. For example, the Board chair now supervises the Hearings Office, eliminating the need for one administrative law judge to spend time dealing with administrative matters and supervision. The agency now has a staff that is efficient and knowledgeable, attributes that are apparent in the quantity and quality of their work and the reduction of the backlog that was created by recent budget cuts and staff changes.

However, the cost of living adjustments (COLAs) and management package granted to employees in fall 2007 will potentially hamper the agency’s

efforts to improve. At this time, the COLAs have been partially funded but the management package increases have not been funded at all. If no additional funding is provided at the September Emergency Board meeting, the agency will face cutbacks in staff and services that will again make it impossible for the agency to continue providing services at its current level.

Additionally, the difficult economic and budget conditions of the last several years have had a negative impact on labor relations. Cases before the agency have become more complex and disputes more difficult to settle because of salary freezes, the rising cost of health insurance, and other factors. In addition, there was significant turnover in Board members and other key personnel. Because of the knowledge and experience required, especially relating to the Public Employee Collective Bargaining Act (PECBA) and the State Personnel Relations Law, it takes time and training for new personnel to become fully conversant with the statutes and case law.

## **5. RESOURCES AND EFFICIENCY**

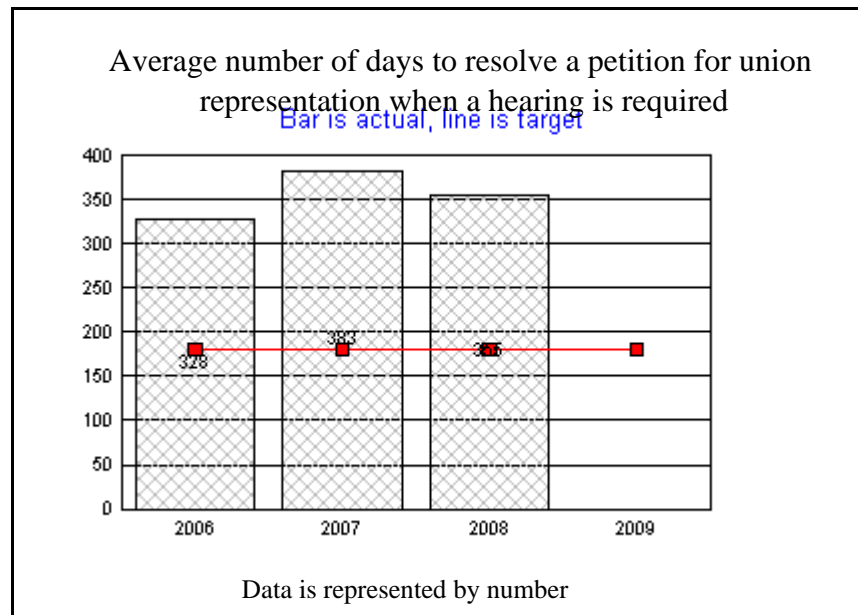
The Legislatively Adopted Budget for the 2007-09 biennium is \$3,263,444. Approximately 80% percent of the total budget is personal services.

The agency made significant changes to improve its performance and efficiency. It eliminated the chief administrative law judge (ALJ) position so the position now functions strictly as an ALJ without administrative duties. The Board chair now supervises the three ALJs and, with assistance from the office administrator, handles the administrative duties previously handled by the chief ALJ. This allows the ALJs additional time to process cases and write recommended orders.

In addition, restrictions on ALJ travel have continued from last biennium. ALJs are allowed to travel only for state cases and instances when conducting the hearing in Salem would cause irreparable harm to a community.

The agency continues to monitor and evaluate all business processes for additional efficiencies and cost savings. Because more than 80 percent of the budget is personal services, there are no major opportunities to save money.

<b>KPM #1a</b>	Union representation -- Average number of days to resolve a petition for union representation when a contested case hearing is required.	2006
<b>Goal</b>	To timely process petitions concerning union representation.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data is reported for the year the process is complete. A petition is resolved when the results of an election or card check are certified or when the Board issues an order clarifying the bargaining unit or dismissing the petition.	
<b>Owner</b>	Hearings Office: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

To reduce the time it takes to resolve a petition that requires a contested case hearing, the administrative law judges (ALJ) will continue to schedule and hold hearings in a timely manner. When appropriate, the ALJs will work with the parties to reach a mutually-agreeable settlement prior to a

contested case hearing.

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

## **2. ABOUT THE TARGETS**

The length of time to resolve representation cases that require a contested case hearing should be at or below the target. Faster resolution reduces workplace disruption, saves taxpayers' money, and increases productivity. Contested representation cases should be resolved faster than other cases requiring contested case hearings. The targets are based on history and the needs of the agency's constituents.

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

In FY 08, the average time it took to process contested representation cases improved from the prior year but was almost double the target. However, the agency began the year with a backlog of cases, which has now been cleared. The data for this period reflects the completion of a large number of older cases. In FY 09, the agency expects the data to reflect significant improvement.

## **4. HOW WE COMPARE**

No comparative data is available. The National Labor Relations Board and comparable agencies in other states are structured differently and guided by different requirements and statutory obligations, so no comparison can be made.

## **5. FACTORS AFFECTING RESULTS**

Beginning in 2003, the agency was reduced to just two administrative law judges. As a result, the agency developed a backlog of contested cases. In June 2007, the Governor appointed one of the agency's ALJs to the Board, and later appointed that person's replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. In 2007, the legislature authorized one additional ALJ to help clear the backlog.

The actual date a hearing is held can be affected by the parties' availability, on-going settlement negotiations between the parties, and other factors beyond the control of the ALJ.

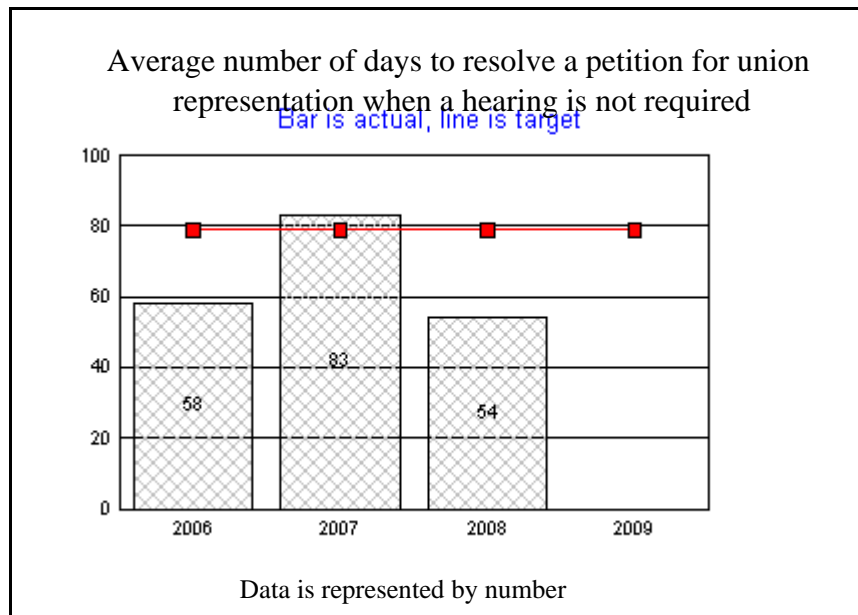
**6. WHAT NEEDS TO BE DONE**

The agency has cleared the majority of its backlog and will work to ensure it does not recur. ALJs are expected to schedule and hold hearings in a shorter timeframe. Because parties have become accustomed to long delays between filing and the hearing date, ALJs will, in some cases, need to insist on holding the hearing sooner than the parties desire. At its current staffing level, the agency expects the data to show significant improvement in FY 09.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #1b</b>	Union representation -- Average number of days to resolve a petition for union representation when a contested case hearing is not required.	2006
<b>Goal</b>	To timely process petitions concerning union representation.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data is reported for the year the process is complete. A petition is resolved when the results of an election or card check are certified or when the Board issues an order clarifying the bargaining unit or dismissing the petition.	
<b>Owner</b>	Hearings Office: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

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

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

## **2. ABOUT THE TARGETS**

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

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

The agency continues to do better than its target of 79 days to process an uncontested representation petition. In FY 07, one case skewed the result slightly; the average excluding that case was 55 days, well below the target.

## **4. HOW WE COMPARE**

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

## **5. FACTORS AFFECTING RESULTS**

Incomplete paperwork and inaccurate information from the parties can delay the processing of a petition.

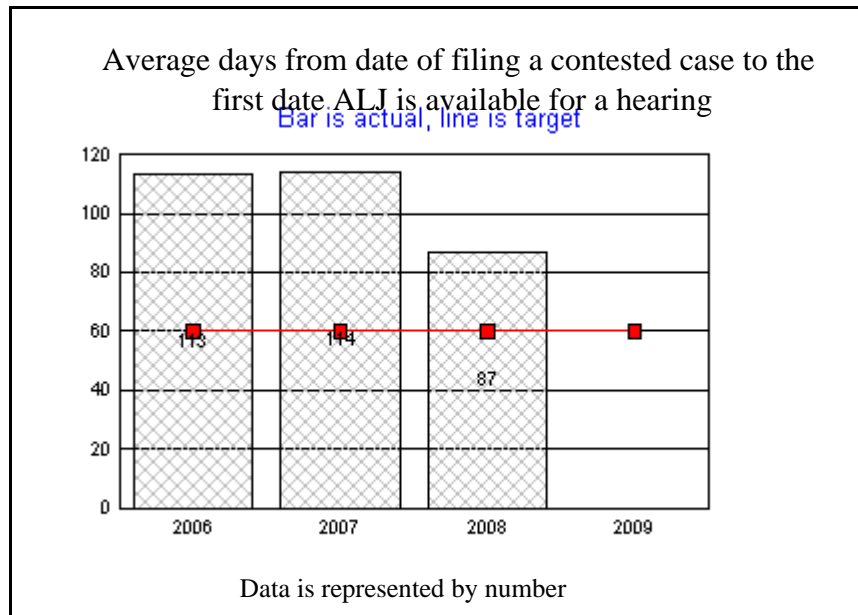
## **6. WHAT NEEDS TO BE DONE**

The agency Elections Coordinator will continue to work closely with petitioners to obtain the information and paperwork necessary to process uncontested cases in an efficient and timely manner. In addition, the agency must provide time for another staff member to learn the functions of this position to provide backup and assistance when required.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #2a</b>	Administrative Law Judge (ALJ) hearings -- Average number of days from the date of filing of a contested case to the first date an ALJ is available to hear the case.	2006
<b>Goal</b>	To timely process complaints and appeals.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data is counted in the year the ALJ is first available.	
<b>Owner</b>	Hearings Office: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

The administrative law judges (ALJ) will continue to schedule and hold hearings as quickly as calendars allow.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and

the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.

## 2. ABOUT THE TARGETS

The average number of days to the first date an ALJ is available for a hearing should be at or below the target. The sooner an ALJ is available and a hearing is held, the faster a case can be resolved. The targets are based on history and the needs of the agency and the agency's constituents.

## 3. HOW WE ARE DOING

The first date an ALJ is available for a hearing has improved by more than 20% compared to recent prior years but did not meet the target for FY 08. However, the agency began the year with a backlog of cases, which has now been cleared. In FY 09, the agency expects to meet its target.

## 4. HOW WE COMPARE

There is no comparative data available.

## 5. FACTORS AFFECTING RESULTS

Beginning in 2003, the agency was reduced to just two administrative law judges. As a result, the agency developed a backlog of contested cases. In June 2007, the Governor appointed one of the agency's ALJs to the Board, and later appointed that person's replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. In 2007, the legislature authorized one additional ALJ to help clear the backlog.

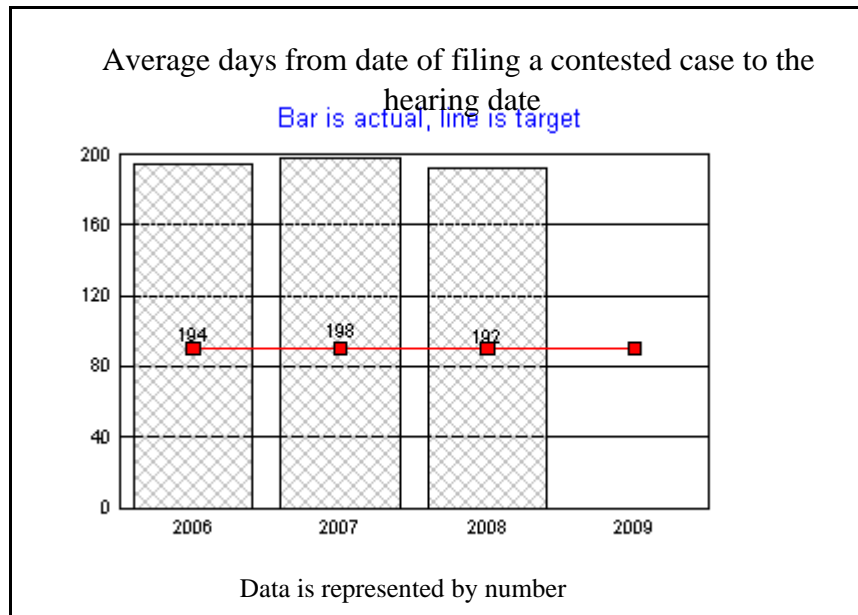
## 6. WHAT NEEDS TO BE DONE

The agency has cleared the majority of its backlog and will work to ensure it does not recur. ALJs are expected to schedule and hold hearings in a shorter timeframe, and at its current staffing level, the agency expects to show significant improvement in FY 09.

## 7. ABOUT THE DATA

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #2b</b>	Administrative Law Judge (ALJ) hearings -- Average number of days from the date of filing of a contested case to the actual date of the hearing.	2006
<b>Goal</b>	To timely process complaints and appeals.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data is counted in the year in which the first day of hearing is held.	
<b>Owner</b>	Hearings Office: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

The administrative law judges (ALJ) will continue to schedule and hold hearings as quickly as calendars and the availability of parties allow.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and

the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.

## 2. ABOUT THE TARGETS

The sooner an ALJ is available and a hearing is held, the faster a case can be resolved. The average number of days from filing to the hearing date should come in at or below the target. The targets are based on history and the needs of the agency and the agency's constituents.

The first date an ALJ is available to hear a case (KPM 2a) is a more accurate measurement of workload and efficiency. The actual date a hearing is held can be affected by the parties' availability, on-going settlement negotiations between the parties, and other factors beyond the control of the ALJ.

## 3. HOW WE ARE DOING

The average number of days from filing to the first day of hearing has been extremely high for the last three years, approximately double the target. In FY 08, the agency cleared a backlog of cases and expects to make progress toward its target of 90 days from filing to the hearing.

## 4. HOW WE COMPARE

No comparative data is available.

## 5. FACTORS AFFECTING RESULTS

Beginning in 2003, the agency was reduced to just two administrative law judges. As a result, the agency developed a backlog of contested cases. In June 2007, the Governor appointed one of the agency's ALJs to the Board, and later appointed that person's replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. In 2007, the legislature authorized one additional ALJ to help clear the backlog.

The date a hearing is held can be affected by the parties' and witnesses' availability, on-going settlement negotiations between the parties, and other factors beyond the control of the ALJ. Agency restrictions on ALJ travel cause further delays in setting hearing dates. Parties must find adequate time for themselves and their witnesses to travel to Salem for the hearing. Before the restrictions, ALJs traveled to the community where the dispute arose. Under the restrictions, ALJs are allowed to travel only for state cases and in instances when conducting the hearing in Salem would cause

irreparable harm to a community as, for example, if all the police officers in a community would otherwise have to travel to Salem to testify at a hearing. This travel restriction provides the ALJs with more time to conduct hearings and write recommended orders, but it can delay the start of the hearing and cause other hardships on the parties.

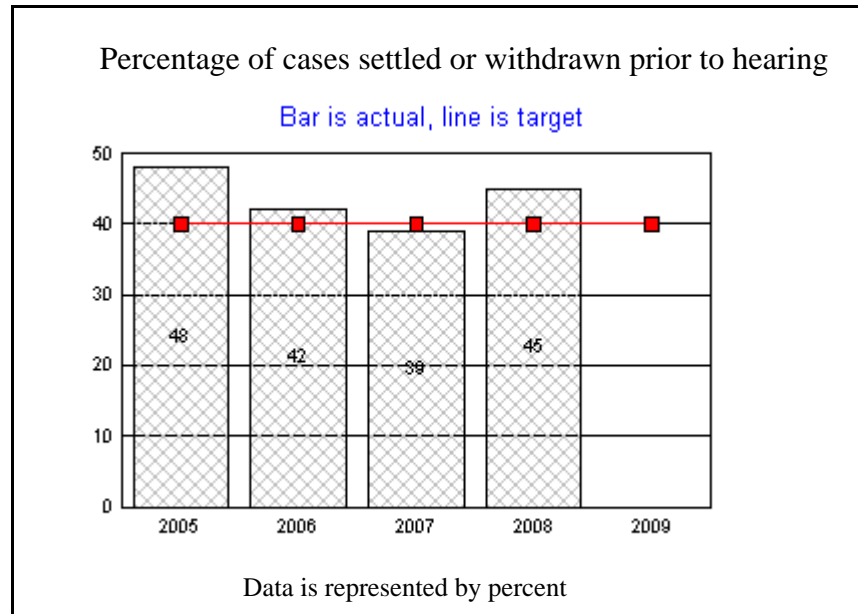
**6. WHAT NEEDS TO BE DONE**

The agency has cleared the majority of its backlog and will work to ensure it does not recur. ALJs are expected to schedule and hold hearings in a shorter timeframe. Because parties have become accustomed to long delays between filing and the hearing date, ALJs will, in some cases, need to insist on holding the hearing sooner than the parties desire. At its current staffing level, the agency expects the data to show significant improvement in FY 09.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #3</b>	Settling cases -- Percentage of cases assigned to an ALJ that are settled or withdrawn prior to hearing.	2005
<b>Goal</b>	To timely process complaints and appeals.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Percentage of cases assigned to an ALJ that are settled or withdrawn prior to hearing. Excludes uncontested representation cases.	
<b>Owner</b>	Hearings Office: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

As cases are filed, administrative law judges (ALJ) investigate the case and, when appropriate, work with the parties and encourage them to reach a mutually-agreeable settlement prior to a contested case hearing.

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

## **2. ABOUT THE TARGETS**

The percentage of cases settled or withdrawn prior to hearing should come in at or above the target. Settling cases prior to a hearing saves all the parties and the agency time and money.

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

The percentage of cases settled prior to hearing beat the target for FY 08, reversing the downward trend of the past three years. The 2007 legislature authorized the agency to add one more ALJ. This additional ALJ has helped clear the backlog in the Hearings Office and allowed all three ALJs to spend more time facilitating mutually-agreeable settlements prior to hearing.

## **4. HOW WE COMPARE**

There is no comparative data available.

## **5. FACTORS AFFECTING RESULTS**

Beginning in 2003, the agency was reduced to just two administrative law judges. As a result, the agency developed a backlog of contested cases. In June 2007, the Governor appointed one of the agency's ALJs to the Board, and later appointed that person's replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. In 2007, the legislature authorized one additional ALJ to help clear the backlog.

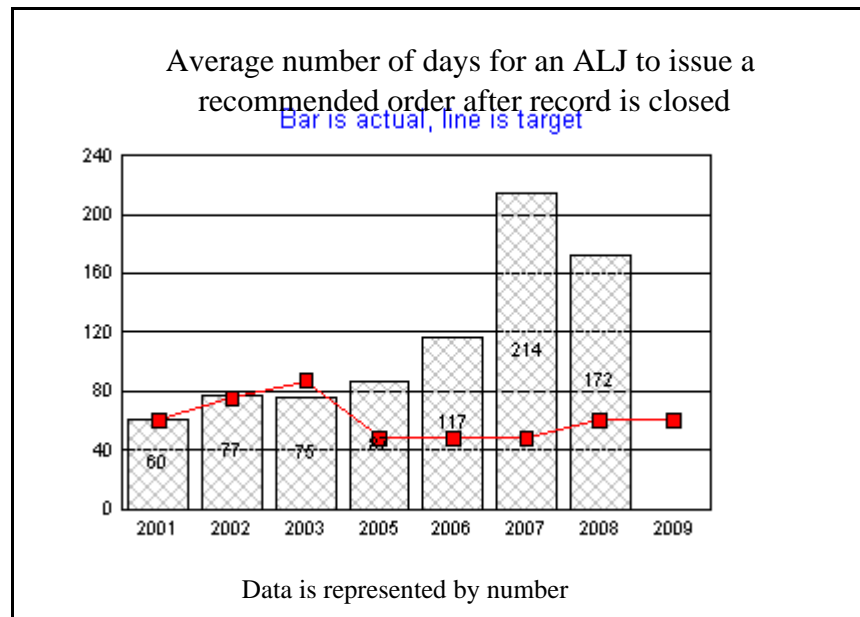
## **6. WHAT NEEDS TO BE DONE**

The Hearings Office has cleared the majority of its backlog, and ALJs will now be able spend more time facilitating mutually-agreeable settlements prior to hearing.

## **7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #4</b>	Recommended orders -- Average number of days for an Administrative Law Judge to issue a recommended order after the record in a contested case hearing is closed.	2001
<b>Goal</b>	To timely process complaints and appeals.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	The record closes at the end of the hearing or upon receipt of post-hearing briefs. Data is reported for the year in which the recommended order is issued.	
<b>Owner</b>	Hearings Office: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

The agency is committed to providing time for the administrative law judges (ALJs) to write their recommended orders.

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

## 2. ABOUT THE TARGETS

The average number of days should be at or below the target. A prompt decision by an ALJ helps prevent work stoppages and reduces workplace disruption, saving taxpayers' money and increasing productivity.

## 3. HOW WE ARE DOING

The Hearings Office has made some progress toward meeting this goal. The numbers are relatively high in this reporting period because the ALJs focused on resolving the older cases in the backlog. Now that majority of its backlog is cleared, the agency expects to see significant improvement in FY 09.

## 4. HOW WE COMPARE

There is no comparative data available.

## 5. FACTORS AFFECTING RESULTS

Beginning in 2003, the agency was reduced to just two administrative law judges. As a result, the agency developed a backlog of contested cases. In June 2007, the Governor appointed one of the agency's ALJs to the Board, and later appointed that person's replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. In 2007, the legislature authorized one additional ALJ to help clear the backlog.

Delays are primarily caused by the increase in caseload. However, the difficult economic and budget conditions in place for several years have had a negative impact on labor relations. Cases have become more complex and disputes more difficult to resolve because of salary freezes, the rising cost of health insurance, and other factors beyond the agency's control, adding to the delays.

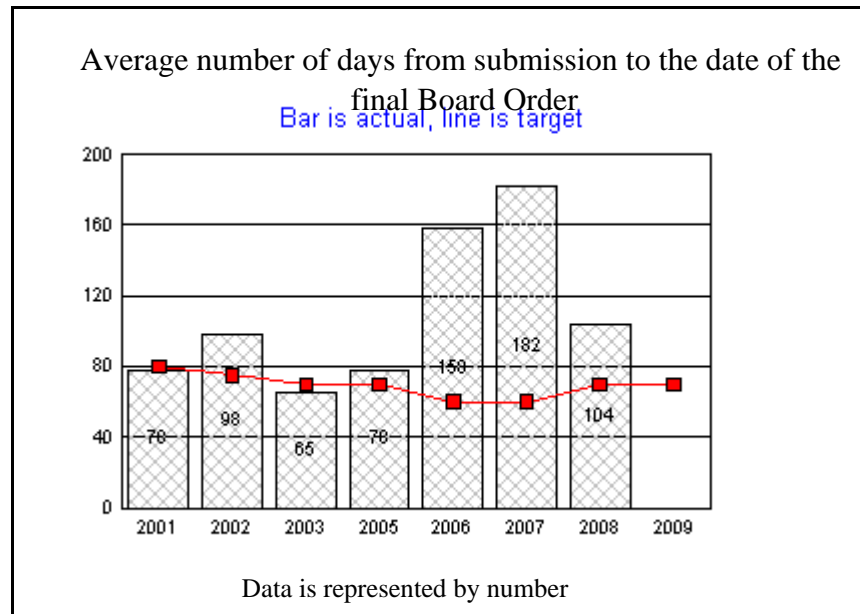
## 6. WHAT NEEDS TO BE DONE

The Hearings Office has cleared the majority of its backlog and will work to ensure it does not recur.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Prior to the report submitted September 30, 2005, data was reported by calendar year. To make this conversion without losing any data, the 2005 report covered 18 months. Data is compiled from an agency database that was designed to ensure accuracy and consistency of information.

<b>KPM #5</b>	Final Board orders -- Average number of days from submission of a case to the Board until issuance of a final order.	2001
<b>Goal</b>	To timely process complaints and appeals.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	A case is submitted after oral argument to the Board, or on the 15th day after the recommended order is issued if there are no objections or argument. Uncontested representation petitions are considered submitted on the date filed.	
<b>Owner</b>	Board: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

Board members will continue to work collaboratively to maximize individual expertise and knowledge to expedite completion of final Board Orders.

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

**2. ABOUT THE TARGETS**

The average number of days should come in at or below the target. Targets are based on history and the needs of our constituents.

**3. HOW WE ARE DOING**

The Board has made significant progress. Its timeliness in issuing orders improved by 40% compared to the prior year. It expects to meet its target in FY 09.

**4. HOW WE COMPARE**

There is no comparative data available.

**5. FACTORS AFFECTING RESULTS**

Since 2003, nine different people have occupied the three Board positions. Two Board members are new in this reporting period. Both hit the ground running, but the data should improve for FY 09 as the new members gain experience in their positions.

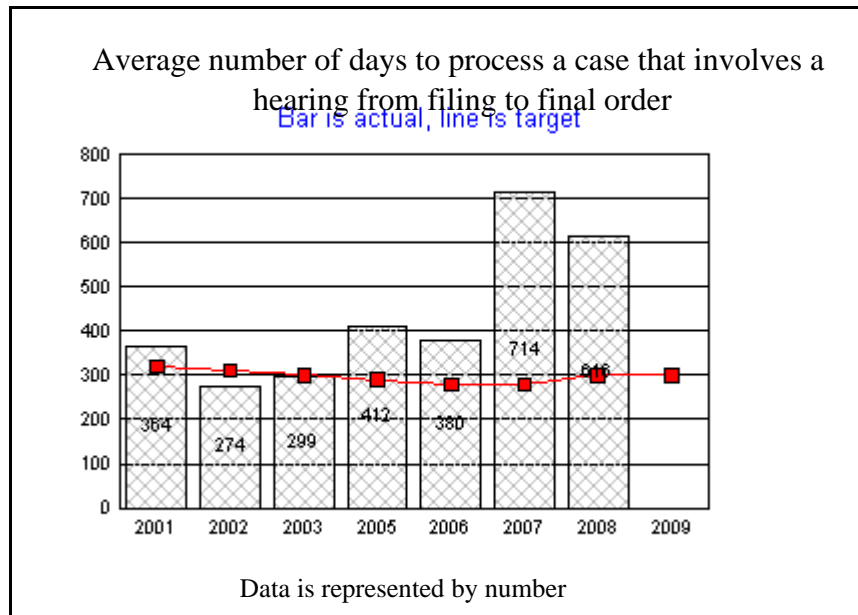
**6. WHAT NEEDS TO BE DONE**

The Board has cleared its backlog and will work to ensure it does not recur. Board members will continue to work collaboratively to maximize individual expertise and knowledge to expedite completion of final Board Orders.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Prior to the report submitted September 30, 2005, data was reported by calendar year. To make this conversion without losing any data, the 2005 report covered 18 months. Data is compiled from an agency database that was designed to ensure accuracy and consistency of information.

<b>KPM #6</b>	Process complaints in a timely manner -- Average number of days to process a case that involves a hearing, from the date of filing to the date of the final order.	2001
<b>Goal</b>	To timely process complaints and appeals.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	This excludes any time a case is under the jurisdiction of the appellate courts.	
<b>Owner</b>	Board: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

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

This performance measure combines the steps measured in KPMs 1 through 5 and relates to the agency's goal to help ensure that high-quality government services to the public continue without impairment or interruption.

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

## **2. ABOUT THE TARGETS**

The average number of days should be at or below the target. A prompt decision helps prevent work stoppages and reduces workplace disruption, saving taxpayers' money and increasing productivity.

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

The average number of days to process a case from filing to final order has improved but is still considerably above the target.

## **4. HOW WE COMPARE**

There is no comparative data available.

## **5. FACTORS AFFECTING RESULTS**

The agency has experienced an unusually high number of personnel changes over the last several years. A large number of key personnel left the agency, and others moved into different positions within the agency.

Beginning in 2003, the agency was reduced to just two administrative law judges. As a result, the agency developed a backlog of contested cases. In June 2007, the Governor appointed one of the agency's ALJs to the Board, and later appointed that person's replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. In 2007, the legislature authorized one additional ALJ to help clear the backlog.

The data are reported when a case is complete. In this reporting cycle, the agency cleared most of its backlog and expects significant improvement in FY 09.

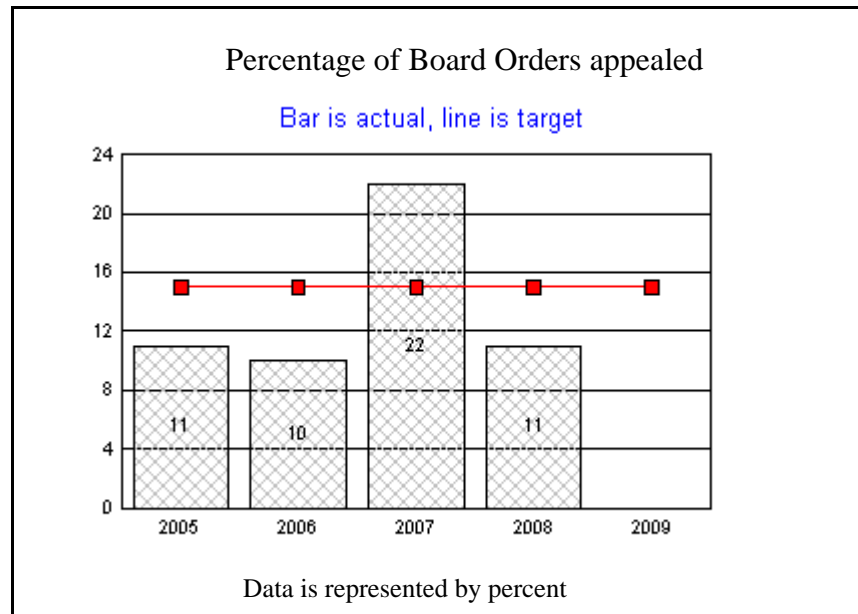
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Prior to the report submitted September 30, 2005, data was reported by calendar year. To make this conversion without losing any data, the 2005 report covered 18 months. Data is compiled from an agency database that was designed to ensure accuracy and consistency of information.

<b>KPM #7a</b>	Appeals -- Percentage of Board Orders which are appealed.	2004
<b>Goal</b>	To determine the parties and Court of Appeals' acceptance of Board decisions.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data for is reported in year the appeal is filed or judgment received. Percentages are based on the number of Board Orders issued that year.	
<b>Owner</b>	Board: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

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

courts.

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

## **2. ABOUT THE TARGETS**

The number of appeals filed should come in at or below the target. The Board has no control over the number of appeals filed. The number of appeals does, however, indicate to some extent the labor management community's acceptance of the Board's decisions. However, the number of cases affirmed (KPM 7b) is a measure of the Board's skill and effectiveness. Targets are based on history and the needs of our constituents.

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

The number of cases appealed is higher than in previous years but still below target. It is anticipated these numbers will remain at or below target for the next reporting period.

## **4. HOW WE COMPARE**

There is no comparative data available.

## **5. FACTORS AFFECTING RESULTS**

The agency has experienced an unusually high number of personnel changes over the last several years. A large number of key personnel left the agency, and others moved into different positions within the agency. Beginning in 2003, the agency was reduced to just two administrative law judges and a backlog of cases developed. Since 2003, nine different people have occupied the three Board positions. The agency believes that the turnover and delays processing cases have contributed to the increased number of appeals filed in recent biennia.

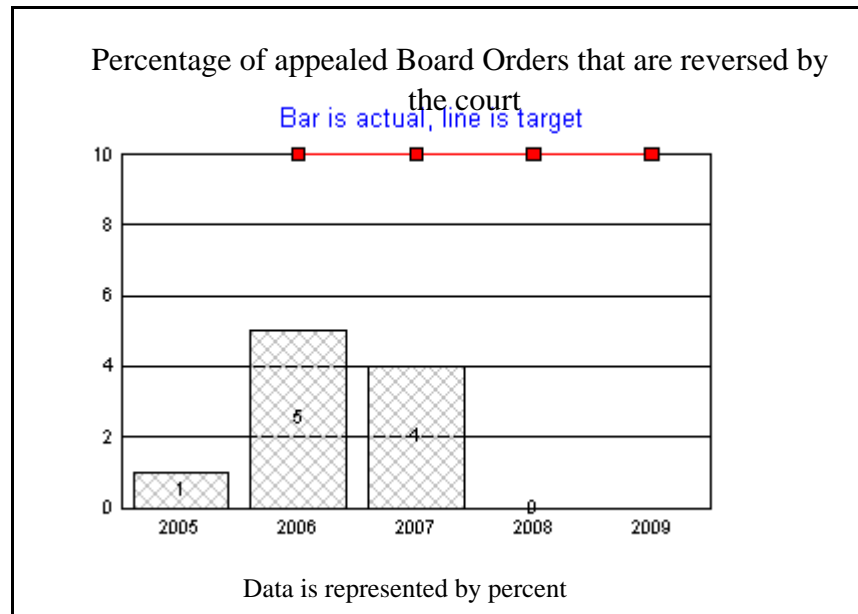
## **6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #7b</b>	Appeals -- Percentage of Board Orders which are reversed on appeal.	2004
<b>Goal</b>	To determine the parties and Court of Appeals' acceptance of Board decisions.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data is reported for year the appeal is filed or judgment received. Percentages are based on the number of Board Orders issued that year.	
<b>Owner</b>	Board: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

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

court.

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

## **2. ABOUT THE TARGETS**

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

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

The agency has done better than (below) its target for the last four years, and had no cases overturned by an appeals court during FY 08. The agency anticipates these numbers will remain at or below target.

## **4. HOW WE COMPARE**

There is no comparative data available.

## **5. FACTORS AFFECTING RESULTS**

The agency has experienced an unusually high number of personnel changes over the last several years. A large number of key personnel left the agency, and others moved into different positions within the agency. Beginning in 2003, the agency was reduced to just two administrative law judges and a backlog of cases developed. Since 2003, nine different people have occupied one of the three Board positions. The agency believes that the turnover and delays processing cases have contributed to the increased number of appeals filed in recent biennia.

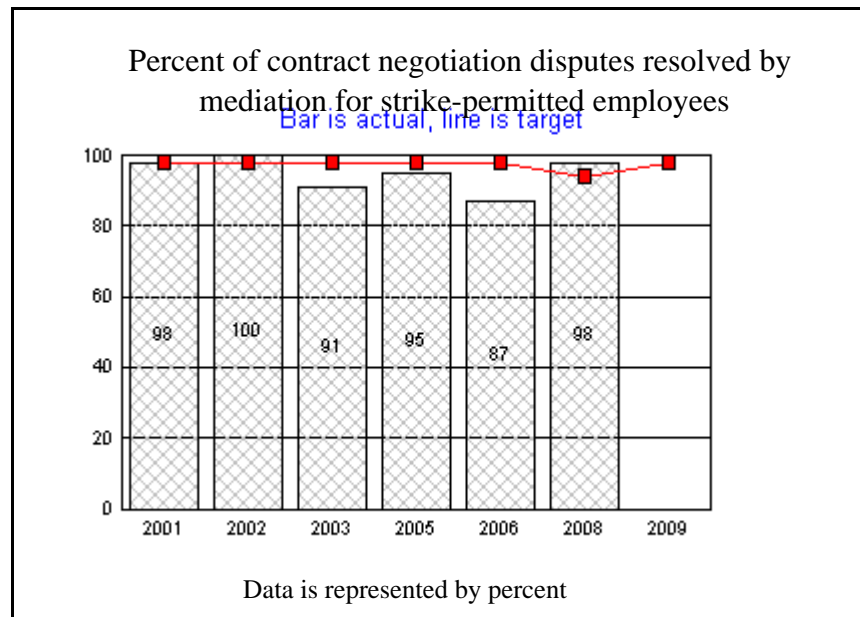
## **6. WHAT NEEDS TO BE DONE**

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

## **7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #8a</b>	Mediation effectiveness -- Percentage of contract negotiations disputes that are resolved by mediation for strike-permitted employees.	2001
<b>Goal</b>	To resolve collective bargaining negotiation disputes without strikes or interest arbitration.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Percentages are based on the cases resolved in the calendar year reported. It includes settlements before or after impasse but prior to an employee strike or the employer's unilateral implementation of its final offer.	
<b>Owner</b>	Conciliation: Robert Nightingale, State Conciliator, 503-378-6473	



**1. OUR STRATEGY**

Continue to work with state and local public employers and unions to mediate collective bargaining disputes and provide training in collaborative bargaining processes and other forms of alternative dispute resolution.

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

## **2. ABOUT THE TARGETS**

The percentage of disputes resolved by mediation should be at or above the target. Targets are based on history and the needs of our constituents. Based on history and given the nature of the Interest Arbitration process, the targets appear to be unrealistic. The agency will review these targets and propose changes for future biennia.

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

The percentage of contract disputes resolved prior to strike was above target in FY 08.

## **4. HOW WE COMPARE**

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

## **5. FACTORS AFFECTING RESULTS**

The agency provides mediation services for the parties under its jurisdiction. Mediators provide assistance to help parties reach a contract settlement, but the parties are in sole control of whether or not a settlement occurs. In addition, many factors influencing settlement are outside of the mediator's and the parties' control. Such factors include, but are not limited to, the state of the economy, health insurance costs, local and state-wide political trends, and tax revenues.

Additionally, in both the 2005-07 and 2007-09 biennia, the agency had vacancies in mediator positions which it needed to hold open for extended periods to offset the lack of fee revenue. As a result, the two remaining mediators had a significant increase in their workloads and were unable to provide services in a manner (timing and amount) that would be most conducive to resolving the disputes. The agency is submitting a Policy Option

Package to address this issue.

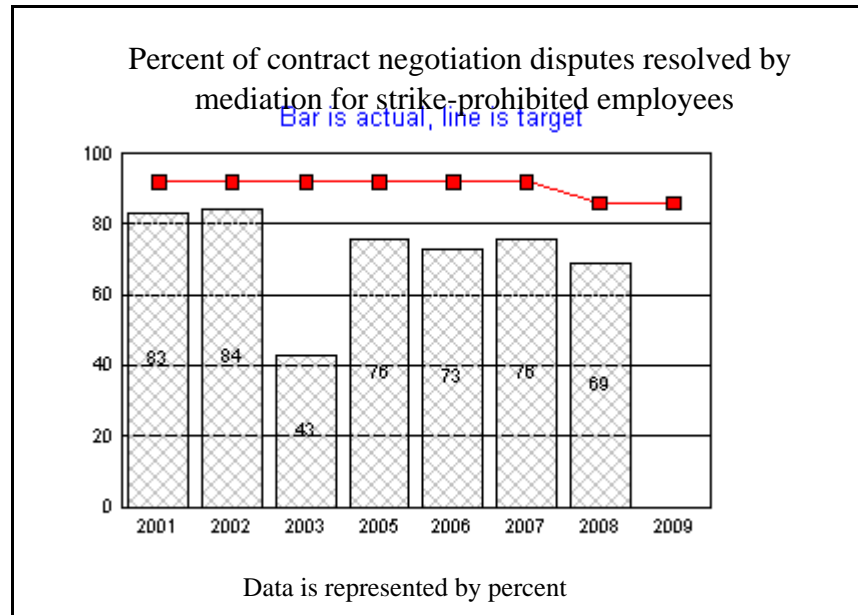
**6. WHAT NEEDS TO BE DONE**

The agency will continue its efforts to meet constituent needs and expectations.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Prior to the report submitted September 30, 2005, data was reported by calendar year. To make this conversion without losing any data, the 2005 report covered 18 months. Data is compiled from an agency database that was designed to ensure accuracy and consistency of information.

<b>KPM #8b</b>	Mediation effectiveness -- Percentage of contract negotiations disputes that are resolved by mediation for strike-prohibited employees.	2001
<b>Goal</b>	To resolve collective bargaining negotiation disputes without strikes or interest arbitration.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Percentages are based on the cases resolved in the calendar year reported. Includes settlements before or after an impasse but before a binding interest arbitration award is issued.	
<b>Owner</b>	Conciliation: Robert Nightingale, State Conciliator, 503-378-6473	



**1. OUR STRATEGY**

Continue to work with state and local public employers and unions to mediate collective bargaining disputes and provide training in collaborative bargaining processes and other forms of alternative dispute resolution.

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

## 2. ABOUT THE TARGETS

The percentage of disputes resolved by mediation should be at or above the target. Targets are based on history and the needs of the agency's constituents.

## 3. HOW WE ARE DOING

The percentage of contract disputes resolved prior to interest arbitration has fluctuated but has consistently been below target since 2001. The target was adjusted beginning in 2008, but the agency is still well below the target, and it appears it will remain low for the foreseeable future.

## 4. HOW WE COMPARE

There is no comparative data available. Although collective bargaining mediation is provided by the federal government and other states, the laws under which the services are provided are very different. For instance, unlike Oregon law, the federal law does not require interest arbitration for public safety employees, and mediation is a mandatory step in Oregon's statutory bargaining process but not under the federal process. In addition, the number of mediators, the numbers of constituents served, and geographic area covered are different within each jurisdiction.

## 5. FACTORS AFFECTING RESULTS

The agency provides mediation services for the parties under its jurisdiction. Mediators provide assistance to help parties reach a contract settlement, but the parties are in sole control of whether or not a settlement occurs. In addition, many factors influencing settlement are outside of the mediator's and the parties' control. Such factors include, but are not limited to, the state of the economy, health insurance costs, local and statewide political trends, and tax revenues.

Additionally, in both the 2005-07 and 2007-09 biennia, the agency had vacancies in mediator positions which it needed to hold open for extended periods to offset the lack of fee revenue. As a result, the two remaining mediators had a significant increase in their workloads and were unable to provide services in a manner (timing and amount) that would be most conducive to resolving disputes. The agency is submitting a Policy Option

Package to address this issue.

The nature of the interest arbitration process also affects the results. Interest arbitration applies only to groups that are prohibited from striking, such as police, fire, and corrections. The legislature concluded that strikes by these groups would endanger public safety, so it included interest arbitration as a substitute for strikes. Historical data indicate that the threat of proceeding to interest arbitration provides less incentive to settle than the threat of a strike.

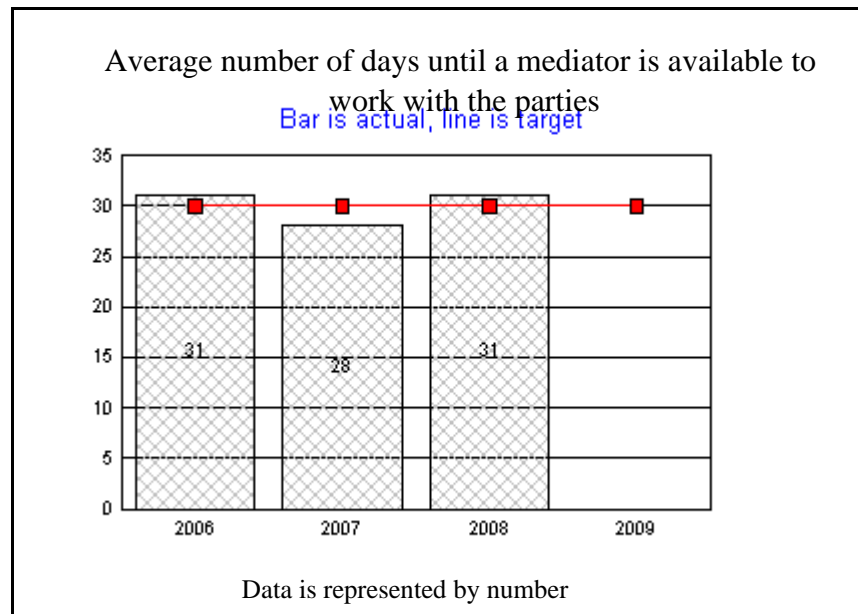
#### **6. WHAT NEEDS TO BE DONE**

The agency will continue its efforts to meet constituent needs and expectations.

#### **7. ABOUT THE DATA**

The reporting cycle is fiscal year. Prior to the report submitted September 30, 2005, data was reported by calendar year. To make this conversion without losing any data, the 2005 report covered 18 months. Data is compiled from an agency database that was designed to ensure accuracy and consistency of information.

<b>KPM #9a</b>	Mediator availability -- Average number of days following a request for mediation assistance in contract negotiations to the date a mediator is available to work with the parties.	2006
<b>Goal</b>	To resolve collective bargaining negotiation disputes without strikes or interest arbitration.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data is reported for the year in which the first day of mediation is held.	
<b>Owner</b>	Conciliation: Robert Nightingale, State Conciliator, 503-378-6473	



**1. OUR STRATEGY**

To work with the agency’s constituents to schedule mediation sessions as soon as calendars allow.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and

the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.

## **2. ABOUT THE TARGETS**

Availability of mediators should be at or below the target. The target is based on the past experience of the agency for scheduling meetings within its capacity. These targets do not necessarily meet the needs of our constituents, who would prefer to have mediators available even sooner, but funding and staffing limitations prevent a significantly faster response.

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

The agency has been at or near the target since tracking began in 2006.

## **4. HOW WE COMPARE**

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

## **5. FACTORS AFFECTING RESULTS**

A number of factors affect the results. First, because of statutory and bargaining timelines, approximately two-thirds of the annual mediation requests are received during a six-month period. Second, when fully staffed, the agency only has three mediators to cover the requested mediation sessions. Third, the parties served are located throughout Oregon, so travel time must be taken into account in scheduling. Fourth, the schedules of the participants in mediation, often including from 10 to 20 people, must also be accommodated.

Additionally, in both the 2005-07 and 2007-09 biennia, the agency had vacancies in mediator positions which it needed to hold open for extended periods to offset the lack of fee revenue. As a result, the two remaining mediators had a significant increase in their workloads and were unable to provide services in a manner (timing and amount) that would be most conducive to resolving the disputes. The agency is submitting a Policy Option Package to address this issue.

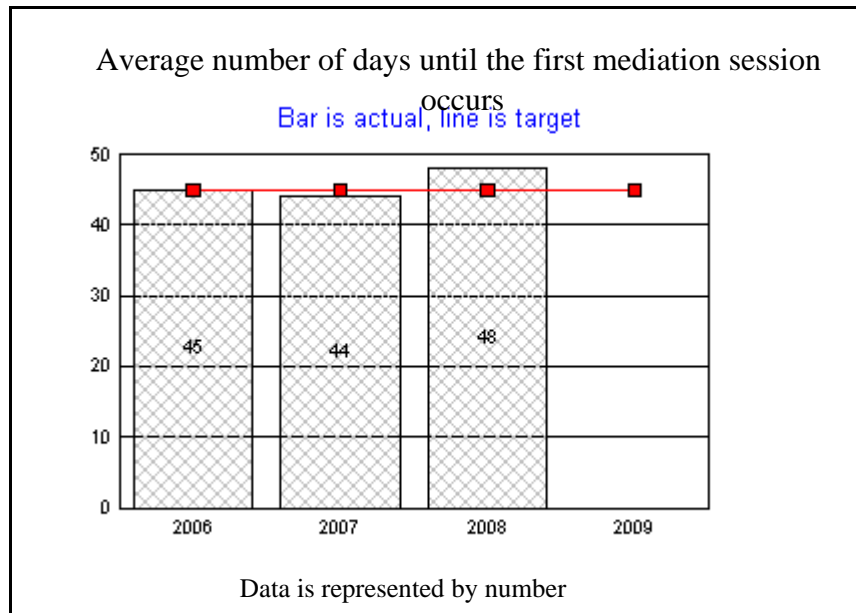
## **6. WHAT NEEDS TO BE DONE**

The agency will continue its efforts to meet constituent needs and expectations.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #9b</b>	Mediator availability -- Average number of days following a request for mediation assistance in contract negotiations to the date the first mediation session occurs.	2006
<b>Goal</b>	To resolve collective bargaining negotiation disputes without strikes or interest arbitration.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Data is reported for the year in which the first day of mediation is held.	
<b>Owner</b>	Conciliation: Robert Nightingale, State Conciliator, 503-378-6473	



**1. OUR STRATEGY**

To work with our constituents to schedule mediation sessions as soon as calendars allow.

Agency constituents are state and local governments and their employees covered by the Public Employee Collective Bargaining Act (PECBA), and

the State and its employees covered by the State Personnel Relations Law. Private sector employers and employees who are exempt from the National Labor Relations Act can also file cases with the Board.

## **2. ABOUT THE TARGETS**

Availability of mediators should be at or below the target. Targets are based on the past experience of the agency for scheduling meetings within its capacity.

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

The agency has been at or near the target since tracking began in 2006.

## **4. HOW WE COMPARE**

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

## **5. FACTORS AFFECTING RESULTS**

A number of factors affect the results. First, because of statutory and bargaining timelines, approximately two-thirds of the annual mediation requests are received during a six-month period. Second, when fully staffed, the agency only has three mediators to cover the requested mediation sessions. Third, the parties served are located throughout Oregon, so travel time must be taken into account in scheduling. Fourth, the schedules of the participants in mediation, often including from 10 to 20 people, must also be accommodated.

Additionally, in both the 2005-07 and 2007-09 biennia, the agency had vacancies in mediator positions which it needed to hold open for extended periods to offset the lack of fee revenue. As a result, the two remaining mediators had a significant increase in their workloads and were unable to provide services in a manner (timing and amount) that would be most conducive to resolving the disputes. The agency is submitting a Policy Option Package to address this issue.

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

The agency will continue its efforts to meet constituent needs and expectations.

**7. ABOUT THE DATA**

The reporting cycle is fiscal year. Reports are compiled from an agency database that was designed to ensure accuracy and consistency of information. Data is reviewed when the case is closed to further ensure accuracy.

<b>KPM #10</b>	Customer Satisfaction - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	2006
<b>Goal</b>	To timely process complaints and appeals.	
<b>Oregon Context</b>	Mission.	
<b>Data Source</b>	Online survey.	
<b>Owner</b>	Board: Paul B. Gamson, Board Chair, 503-378-8039	



**1. OUR STRATEGY**

The agency will continue to emphasize “customer service” as a priority. The agency will continue ongoing training so staff can learn new skills and keep up to date with the latest developments in their areas of expertise.

The agency is focused on improving its timeliness. In addition, the website was redesigned for easier navigation and to provide commonly sought information.

**2. ABOUT THE TARGETS**

This performance measure was established in 2005, and the agency used the information from the first survey (2006) to set targets. Data should come in at or above the targets.

**3. HOW WE ARE DOING**

Overall, the agency improved in most categories although it did not meet most of its targets. The ratings declined slightly in the area of expertise (from 90% to 87%), which was expected given the large number of staff changes.

**4. HOW WE COMPARE**

There is no comparative data available.

**5. FACTORS AFFECTING RESULTS**

The agency has experienced an unusually high number of personnel changes over the last several years. A large number of key personnel left the agency, and others moved into different positions within the agency.

Beginning in 2003, the agency was reduced to just two administrative law judges. As a result, the agency developed a backlog of contested cases. In June 2007, the Governor appointed one of the agency's ALJs to the Board, and later appointed that person's replacement to the Board. As a result, there was only one functioning ALJ for significant stretches of time. This added to the backlog in the Hearings Office. In 2007, the legislature authorized one additional ALJ to help clear the backlog.

Since 2003, nine different people have occupied one of the three Board positions.

Although the agency hired capable replacements, the lost experience left a gap that will take time to fill.

**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

The 2008 Customer Satisfaction Survey was conducted online between June 10 and June 30, 2008 by a service called Survey Tracker. The Department of Administrative Services' Performance Measure Coordinator assisted with this process. The agency used its mailing list of constituents, which contains approximately 225 contacts. 39 people participated in the survey, a response rate of 17.3%. The 2006 survey was conducted by an outside vendor.

**EMPLOYMENT RELATIONS BOARD****III. USING PERFORMANCE DATA**

**Agency Mission:** The Mission Of The Employment Relations Board Is To Resolve Disputes Concerning Labor And Employment Relations.

**Contact:** Paul B. Gamson, Board Chair

**Contact Phone:** 503-378-8039

**Alternate:** Leann G. Wilcox, Office Administrator

**Alternate Phone:** 503-378-8610

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

**1. INCLUSIVITY**

- \* **Staff :** Staff and stakeholders provided input on agency workloads and the timely delivery of services for elections, mediations, and contested cases. Measures were derived from this input.
- \* **Elected Officials:** Elected officials reviewed and added measures for the agency to track.
- \* **Stakeholders:** Staff and stakeholders provided input on agency workloads and the timely delivery of services for elections, mediations, and contested cases. Measures were derived from this input.
- \* **Citizens:** N/A.

**2 MANAGING FOR RESULTS**

This data measures the agency's success toward achieving agency goals and assists in determining what changes may be necessary. It also influences the agency's budget and caseload priorities, including case assignment, case management, performance evaluations, and staffing.

**3 STAFF TRAINING**

The agency performance measures coordinator (office administrator) attends the performance Measure Roundtables presented by the DAS Budget and Management and Legislative Fiscal performance measures coordinators. This training is on going, and the information is shared with agency staff.

**4 COMMUNICATING RESULTS**

- \* **Staff :** Results are shared with staff on a regular basis.
- \* **Elected Officials:** Elected Officials receive annual reports; additionally, data collected for these measures and for other areas of interest is shared with officials as requested.
- \* **Stakeholders:** Annual reports are posted on the agency website. In addition, constituents are invited to periodic brown bag lunches to give the agency input on its work and what needs to be done and to share information, such as performance measure results.

	* <b>Citizens:</b> Annual reports are posted on the agency website.
--	---