

EMPLOYMENT DEPARTMENT

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

Proposed KPM's for Biennium (2009-2011)

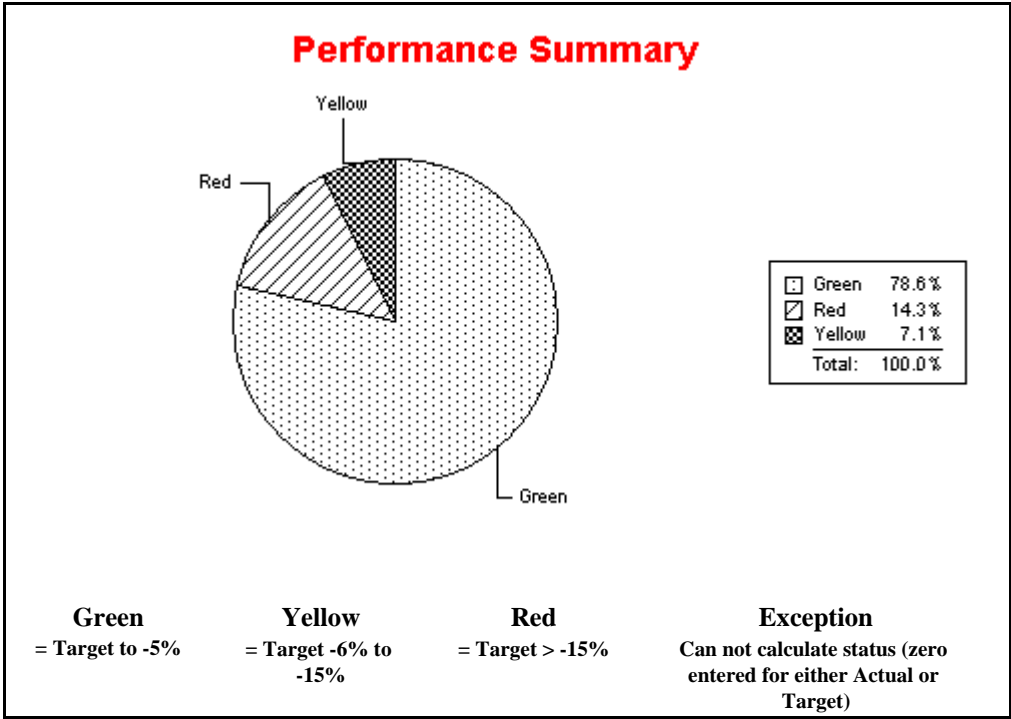
Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	ENTERED EMPLOYMENT - % of job seekers who got a job with a new employer after registering with the Employment Department.
2	EMPLOYMENT RETENTION - % of Job Seekers who were in employment two quarters after registering with the Employment Department.
3	COST PER PLACEMENT– total cost of B&ES programs divided by the total number of job seekers entered into employment after receiving services.
4	FIRST PAYMENT TIMELINESS – % of initial unemployment insurance payments made within 21 days of eligibility.
5	NON-MONETARY DETERMINATIONS TIMELINESS – % of claims that are adjudicated within 21 days of issue detection
6	COST PER CLAIM – total cost of UI programs divided by the total number of initial claims for UI benefits filed.
7	UNEMPLOYMENT INSURANCE APPEALS TIMELINESS – % of cases requesting a hearing that are heard or are otherwise resolved within 30 days of the date of request.
8	NON-UNEMPLOYMENT INSURANCE APPEALS TIMELINESS - Percentage of orders issued within the standards established by the user agencies.
9	AVERAGE DAYS TO ISSUE AN ORDER - Average number of days to issue an order following the close of record.
10	COST PER REFERRAL TO OAH – total cost of OAH programs divided by the total number of referrals.
11	HIGHER AUTHORITY APPEALS TIMELINESS – % of cases requesting an appeal that receive a decision within 45 days of the date of request.
12	TIMELINESS OF NEW STATUS DETERMINATIONS - % of new status determinations completed within 90 days of the end of the liable quarter.
13	CHILD CARE HEALTH & SAFETY REVIEWS – % of family child care facilities required to have health & safety onsite reviews that were reviewed by Child Care Division.

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
14	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	
	Title: Rationale:

EMPLOYMENT DEPARTMENT		I. EXECUTIVE SUMMARY	
Agency Mission: The mission of the Oregon Employment Department is to Support Business and Promote Employment.			
Contact: Mary Wood		Contact Phone: 503-947-1448	
Alternate: Jennifer Shawcross		Alternate Phone: 503-947-1306	



1. SCOPE OF REPORT

Unemployment Insurance (UI)
Business and Employment Services (B & ES)
Office of Administrative Hearings (OAH)
Child Care Division (CCD)

2. THE OREGON CONTEXT

Related Oregon Benchmarks (OBM):

- OBM 1: Employment Dispersion
- OBM 4: Net Job Growth
- OBM 12: Annual Payroll
- OBM 14: Wages over 150% of Poverty
- OBM 15: Unemployment Rate
- OBM 47: Child Care Affordability
- OBM 48: Child Care Availability

3. PERFORMANCE SUMMARY

KPMs MAKING PROGRESS (at or trending toward target achievement):

- KPM 1 Entered Employment
- KPM 2 Employment Retention
- KPM 4 First Payment Timeliness
- KPM 6 Cost per Claim
- KPM 7 UI Appeals Timeliness
- KPM 8 Non-UI Appeals Timeliness
- KPM 11 Higher Authority Appeals Timeliness
- KPM 13 Child Care Health & Safety Reviews
- KPM 14 Customer Service

KPMs NOT MAKING PROGRESS (not at or trending toward target achievement):

- KPM 3 Cost per Placement
- KPM 10 Cost per Referral to OAH

KPMs PROGRESS UNCLEAR (target not yet set, new measures, new methodology):

KPM 5 Non-Monetary Determinations Timeliness (New Measure, first year)

KPM 9 Average Days to Issue Order (New Methodology, first year)

KPM 12 Timeliness of New Status Determinations (New Measure, first year)

4. CHALLENGES

The Oregon Employment Department continues to undergo budget constraints due to decline in federal funding levels over the last few biennia. This has not significantly impacted services to customers. Federal funding is projected to remain flat over the course of the upcoming three biennia. This continues to create challenges to the department as we face rising costs and flat funding.

5. RESOURCES AND EFFICIENCY

Expenditure amount for Oregon fiscal year 2007-08: \$849,300,00

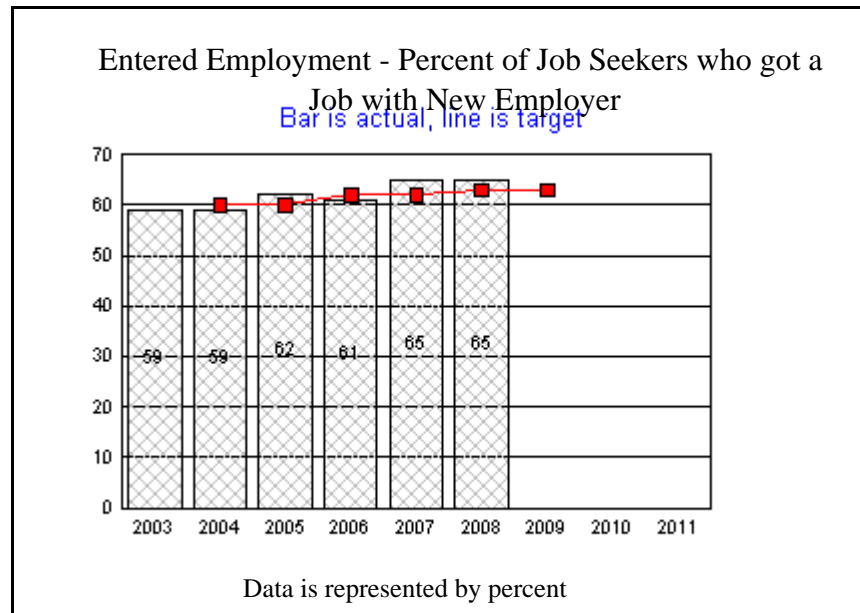
The following Key Performance Measures are efficiency measures:

KPM #3: Cost per Placement

KPM #6: Cost per Claim

KPM #10: Cost per Referral to OAH (Office of Administrative Hearings)

KPM #1	ENTERED EMPLOYMENT - % of job seekers who got a job with a new employer after registering with the Employment Department.	2002
Goal	Goal 1 Match Employers with Job Seekers	
Oregon Context	OBM 1, 4, 12, 14, 15	
Data Source	US Department of Labor Form ETA 9002	
Owner	Business & Employment Services (B&ES) Gus Johnson (503) 947-1673	



1. OUR STRATEGY

We continue to increase access to iMatchSkills, our automated online process to match employers and jobseekers.

We continue ongoing integration between the Oregon Employment Department and our partners in the Workforce System, including facility co-location.

2. ABOUT THE TARGETS

Targets are negotiated directly between Business & Employment Services and the US Department of Labor.
Higher is better.

3. HOW WE ARE DOING

Performance remains consistent with last year's levels and above target.

4. HOW WE COMPARE

Performance meets the national Government Performance and Results Act (GPRA) goal of 65% established for 2008. It is also above the national average of 61%.

5. FACTORS AFFECTING RESULTS

This measure can be impacted by labor market conditions.
Labor market conditions were mixed in state fiscal year 2008, better early in the fiscal year, with some slowing and decline in more recent months.

6. WHAT NEEDS TO BE DONE

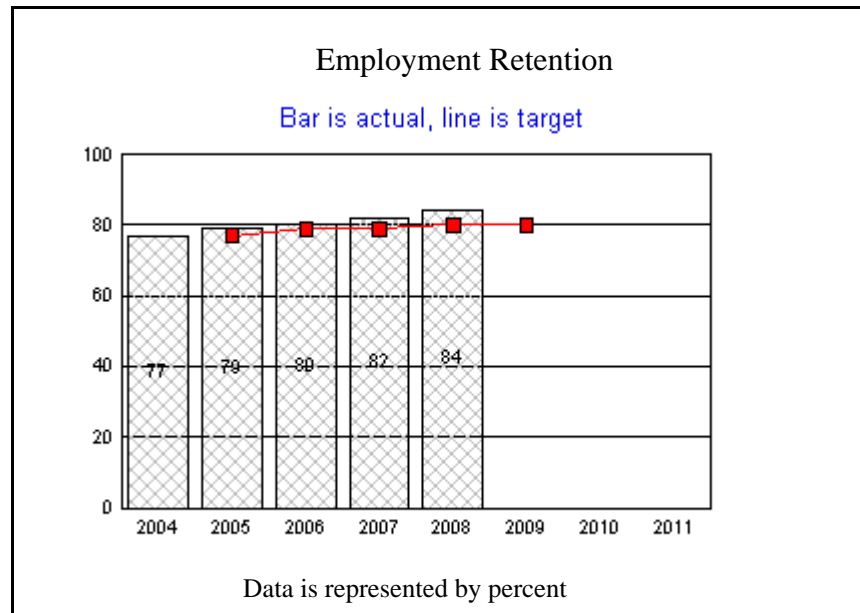
No action required.

7. ABOUT THE DATA

The data source is US Department of Labor ETA 9002.
The data reported here is by Oregon fiscal year.

US Department of Labor (DOL) extended the timeline for this year's data to October 2008 as DOL is requiring new software for this process. Our data reported here was compiled using current software and reporting process. No significant change is anticipated when new software is available.

KPM #2	EMPLOYMENT RETENTION - % of Job Seekers who were in employment two quarters after registering with the Employment Department.	2003
Goal	Goal 1 Match Employers with Job Seekers	
Oregon Context	OBM 1,4,12,14,15	
Data Source	US Department of Labor Form ETA 9002	
Owner	Business & Employment Services (B&ES) Gus Johnson (503) 947-1673	



1. OUR STRATEGY

We continue to increase access to iMatchSkills, our automated online process to match employers and jobseekers.

We continue ongoing integration between the Oregon Employment Department and our partners in the Workforce System, including facility co-location.

2. ABOUT THE TARGETS

Targets are negotiated directly between the US Department of Labor and Business & Employment Services.
Higher is better.

3. HOW WE ARE DOING

Our performance continues to improve and we are at or above targets.

4. HOW WE COMPARE

Our performance of 84% exceeded the national GPRA (Government Performance and Results Act) goal for this measure of 82% and national average of 79%.

5. FACTORS AFFECTING RESULTS

This measure can be affected by labor market conditions.
In Oregon, labor market conditions have been mixed this past fiscal year.
Typically, when labor market conditions improve, our performance in this measure improves.

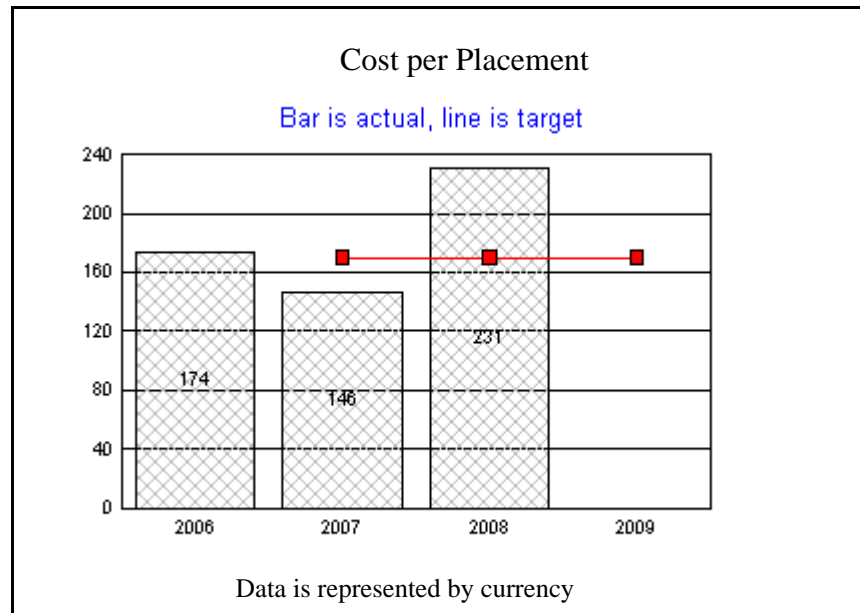
6. WHAT NEEDS TO BE DONE

No action required.

7. ABOUT THE DATA

The data source is US Department of Labor (DOL) ETA 9002.
The data reported here is by Oregon fiscal year.

KPM #3	COST PER PLACEMENT– total cost of B&ES programs divided by the total number of job seekers entered into employment after receiving services.	2005
Goal	Goal 1 Match Employers with Job Seekers	
Oregon Context	Oregon Benchmarks (OBM) 1, 4, 12, 14, 15	
Data Source	Agency Budget, iMatchskills Database	
Owner	Business & Employment Services (B&ES) Gus Johnson, (503)947-1673	



1. OUR STRATEGY

We continue to increase accessibility to iMatchskills, our automated process for matching employers with qualified job seekers. We continue

integration between the agency and our partners in the Workforce System; especially facility co-location.

2. ABOUT THE TARGETS

Lower is better.

3. HOW WE ARE DOING

Last year, staff positions went unfilled and the economy was better, so there were more job openings for placements, increasing placements and lowering the cost per placement. During this fiscal year, staffing costs increased and placements declined in the slower economy and declining job growth and our cost per placement increased well above target.

4. HOW WE COMPARE

No external comparison is currently available.

5. FACTORS AFFECTING RESULTS

A decline in staffing levels and associated costs affected last year's (2007) result.

This past fiscal year, vacancies were filled and staffing costs increased.

In general, staffing costs tend to increase this measure on a yearly basis; automation tends to decrease it. Also, economic conditions tend to increase or decrease the number served. As the economy and job growth slowed, placements declined.

6. WHAT NEEDS TO BE DONE

Management is reviewing procedures and looking for ways to decrease costs and increase placements in the current economy.

7. ABOUT THE DATA

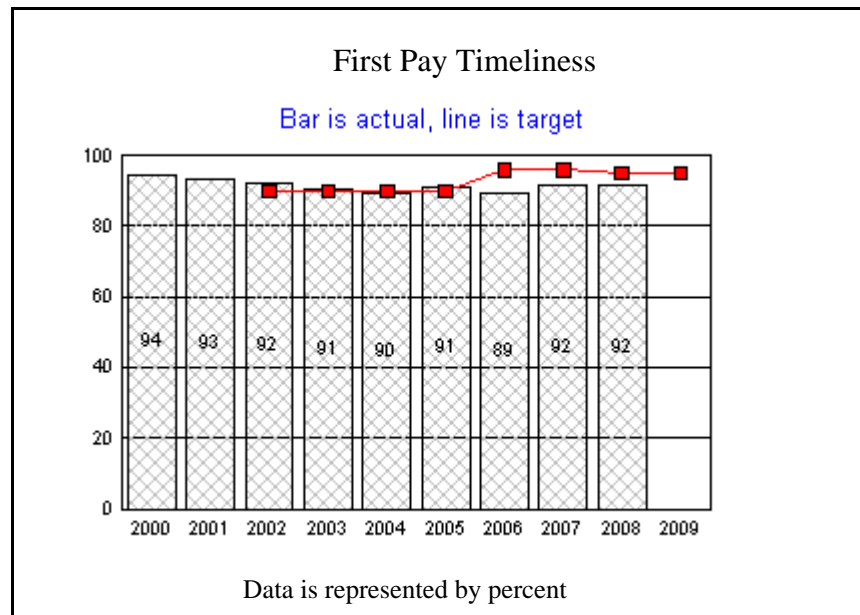
Data sources are the Agency Expenditure Control and iMatchSkills Database.

Data is based on Oregon fiscal year.

The cost component is based on the total B&ES Program costs directly related to the placement process.

The Placement definition refers to placement types that can be routinely verified.

KPM #4	FIRST PAYMENT TIMELINESS – % of initial unemployment insurance payments made within 21 days of eligibility.	1999
Goal	Goal 2 Timely, Fair & Accurate Unemployment Insurance Payments	
Oregon Context	Oregon Benchmarks (OBM) 12, 14	
Data Source	US Department of Labor Form ETA 9050	
Owner	Unemployment Insurance Susan Johnson (503) 947-1656	



1. OUR STRATEGY

We continue to pursue efficiencies from centralization and new technology implementation in order to streamline Unemployment Insurance (UI) processes to improve timeliness and customer care.

2. ABOUT THE TARGETS

Higher is better.

3. HOW WE ARE DOING

Performance remained at 91.5% for the second year in a row.

4. HOW WE COMPARE

At 91.5% we are above the national average of 89.6% and the US Department of Labor Standard of 87%.

5. FACTORS AFFECTING RESULTS

No significant factors.

6. WHAT NEEDS TO BE DONE

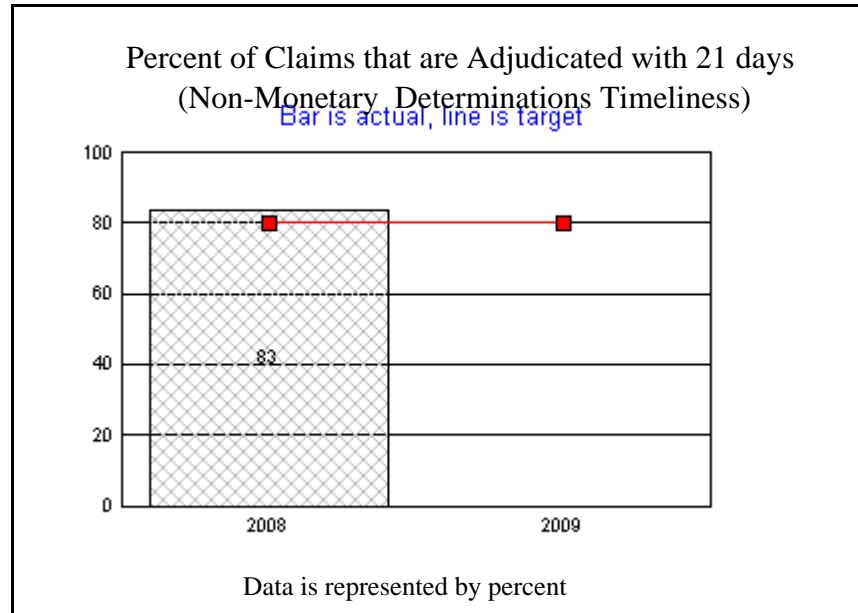
No action required.

7. ABOUT THE DATA

The data source is US Department of Labor report ETA 9050.

The data reported here is by Oregon fiscal year.

KPM #5	NON-MONETARY DETERMINATIONS TIMELINESS – % of claims that are adjudicated within 21 days of issue detection	2007
Goal	Goal 2 Timely, Fair & Accurate Unemployment Insurance (UI) Payments	
Oregon Context	Mission	
Data Source	US Department of Labor (DOL) Form ETA 9052	
Owner	Unemployment Insurance (UI) Susan Johnson (503) 947-1656	



1. OUR STRATEGY

We continue to pursue efficiencies from centralization and new technology implementation in order to streamline all Unemployment Insurance (UI)

processes and improve timeliness and customer service.

2. ABOUT THE TARGETS

This is a new Key Performance Measure and the first year data is reported.

Preliminary targets set based on anticipated data.

Higher is better.

3. HOW WE ARE DOING

Performance met and exceeded the anticipated target.

4. HOW WE COMPARE

Our performance of 83.4% was higher than the national average of 71.9%.

5. FACTORS AFFECTING RESULTS

Technological difficulties affecting nonmonetaries in the past have been resolved, improving timeliness.

6. WHAT NEEDS TO BE DONE

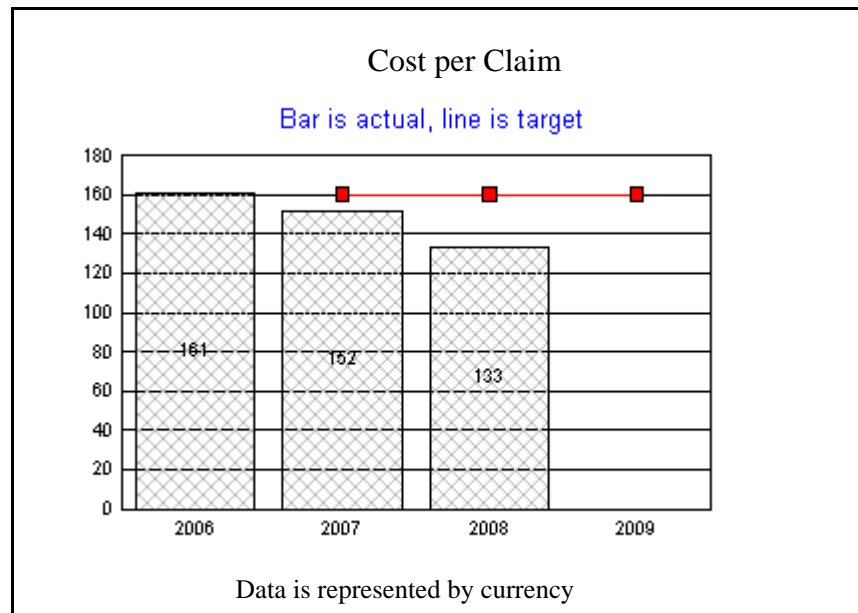
No action required.

7. ABOUT THE DATA

The data source is the US Department of Labor ETA 9052.

Reported data is based on Oregon fiscal year.

KPM #6	COST PER CLAIM – total cost of UI programs divided by the total number of initial claims for UI benefits filed.	2005
Goal	Goal 2 Timely, Fair & Accurate Unemployment Insurance (UI) Payments	
Oregon Context	Mission Oregon Benchmarks (OBM) 12, 14	
Data Source	OED Agency Budget, US Department of Labor Form ETA 5159	
Owner	Unemployment Insurance (UI) Susan Johnson (503)947-1656	



1. OUR STRATEGY

We continue to pursue efficiencies from centralization and new technology implementation in order to streamline UI process to improve timeliness and customer service.

2. ABOUT THE TARGETS

Lower is better.

3. HOW WE ARE DOING

Cost per claim declined in the last two report years due in part to declines in staffing levels.

4. HOW WE COMPARE

No external comparison is currently available.

5. FACTORS AFFECTING RESULTS

Staffing levels and associated staffing costs remained low this past report year as claim activity increased in recent months. In general, increasing staffing costs tend to increase this measure on a yearly basis; automation tends to decrease. Changes in economic conditions tend to increase or decrease the number served. (As the economy improves, fewer claims are filed, when the economy slows, claim activity and related workload increases.)

6. WHAT NEEDS TO BE DONE

No action needed at this time.

7. ABOUT THE DATA

Data sources are the Oregon Employment Department Agency Expenditure Control

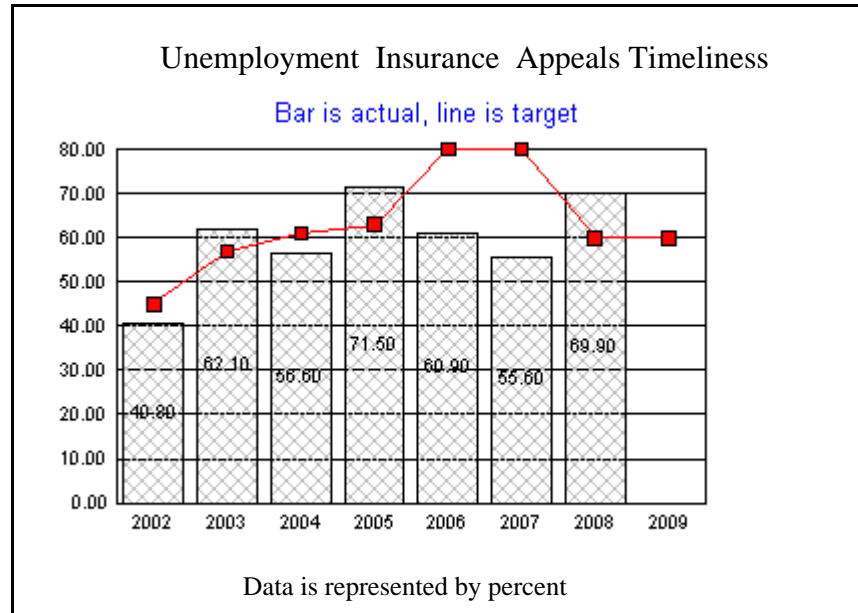
Data is based on Oregon fiscal year.

"Total cost of UI Programs" excludes all UI trust fund reimbursements, deposits and or balances.

"Total Number of Initial Claims" does not refer to Government, Military, Out-of-State, or Transitional claims.

"Total Number of Initial Claims" is the sum of New Intrastate, Additional Intrastate and Interstate Filed from Agent State as reported on the US Department of Labor Form ETA 5159, column 1, row 101.

KPM #7	UNEMPLOYMENT INSURANCE APPEALS TIMELINESS – % of cases requesting a hearing that are heard or are otherwise resolved within 30 days of the date of request.	1999
Goal	Goal 2 Timely, Fair and Accurate Unemployment Insurance (UI) Payments	
Oregon Context	Mission: The Mission of the Oregon Employment Department is to Support Business and Promote Employment.	
Data Source	US Department of Labor (DOL) Form ETA 9054	
Owner	Office of Administrative Hearings (OAH) Lorrin King (503) 947-1237	



1. OUR STRATEGY

We continue to pursue efficiencies from centralization, new technology, streamlining hearings processes, expanding the number of Administrative

Law Judges trained in UI Compensation, and expedited review of certain classes of hearings, to improve timeliness and customer service.

2. ABOUT THE TARGETS

Higher percentage is better.

3. HOW WE ARE DOING

After declining for two years, performance improved this year and exceeded target.

4. HOW WE COMPARE

The US Department of Labor standard for 2007 was 60%.

The national average data for this report year was 63.3%.

Our performance was higher than both the standard and the national average.

5. FACTORS AFFECTING RESULTS

No significant factors

6. WHAT NEEDS TO BE DONE

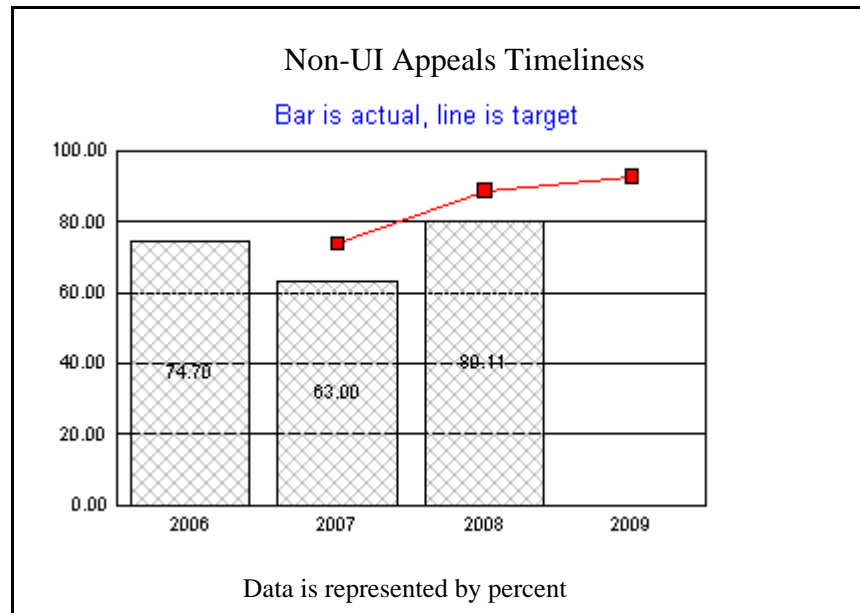
No action required.

7. ABOUT THE DATA

The data source is the US Department of Labor form ETA 9054.

Data reported here is by Oregon fiscal year.

KPM #8	NON-UNEMPLOYMENT INSURANCE APPEALS TIMELINESS - Percentage of orders issued within the standards established by the user agencies.	2005
Goal	Goal 5 Timely, Fair and Accurate Appeals	
Oregon Context	Mission Oregon Benchmarks (OBM) 12, 14	
Data Source	Office of Administrative Hearings database	
Owner	Office of Administrative Hearings Lorrin King (503) 947-1237	



1. OUR STRATEGY

We continue to pursue efficiencies through reorganization and centralization of staff.

2. ABOUT THE TARGETS

Higher is better.

3. HOW WE ARE DOING

Measure was adopted in 2005. Performance did not meet new adopted target; however performance improved significantly over past year.

4. HOW WE COMPARE

No comparison available at this time.

5. FACTORS AFFECTING RESULTS

No significant factors

6. WHAT NEEDS TO BE DONE

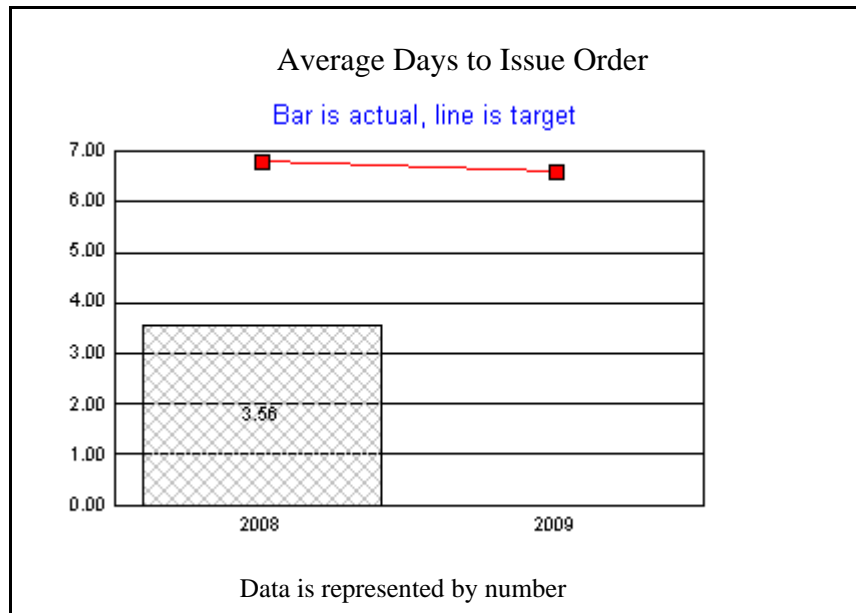
No action needed at this time.

7. ABOUT THE DATA

Data source is the Office of Administrative Hearings (OAH) database.

Data is based on Oregon fiscal year.

KPM #9	AVERAGE DAYS TO ISSUE AN ORDER - Average number of days to issue an order following the close of record.	2005
Goal	Goal 5 Timely, Fair & Accurate Appeals	
Oregon Context	OBM 12 Annual Payroll, OBM 14 Wages over 150% of Poverty	
Data Source	Office of Administrative Hearings (OAH) database. Data is based on on Oregon fiscal year.	
Owner	Office of Administrative Hearings (OAH) Lorrin King (503) 947-1237	



1. OUR STRATEGY

We continue to pursue efficiencies through reorganization and centralization of staff.

2. ABOUT THE TARGETS

An updated methodology and corresponding targets were adopted for 2008, 2009 to appropriately reflect the data and progress. Not comparable to prior years.
Lower is better.

3. HOW WE ARE DOING

This is the first year with the legislatively-adopted new methodology and targets.
For 2008, actual is lower (better) than the target.

4. HOW WE COMPARE

No comparison is available at this time.

5. FACTORS AFFECTING RESULTS

No significant factors.

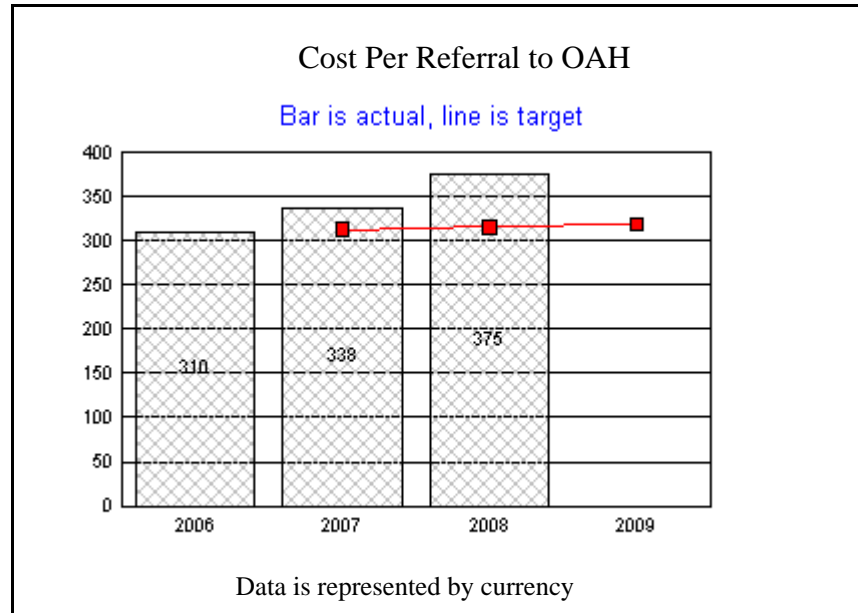
6. WHAT NEEDS TO BE DONE

No action is needed at this time.

7. ABOUT THE DATA

The data source is the Office of Administrative Hearings database.
Data is based on Oregon fiscal year.

KPM #10	COST PER REFERRAL TO OAH – total cost of OAH programs divided by the total number of referrals.	2005
Goal	Goal 5 Timely, Fair & Accurate Appeals	
Oregon Context	Oregon Benchmarks OBM 12 Annual Payroll OBM 14 Wages over 150% of Poverty	
Data Source	Oregon Employment Department Agency Budget, Office of Administrative Hearings (OAH) Database	
Owner	Office of Administrative Hearings (OAH) Lorrin King (503) 947-1237	



1. OUR STRATEGY

We continue to pursue efficiencies through reorganization and centralization of staff.

2. ABOUT THE TARGETS

Targets were set three years ago before this new measure was adopted and are still being established.

3. HOW WE ARE DOING

This year, staffing costs increased as referrals declined slightly. This increased the cost per referral above the set target.

4. HOW WE COMPARE

No external comparison is currently available.

5. FACTORS AFFECTING RESULTS

Higher staffing costs tend to increase this measure and automation tends to decrease it.

6. WHAT NEEDS TO BE DONE

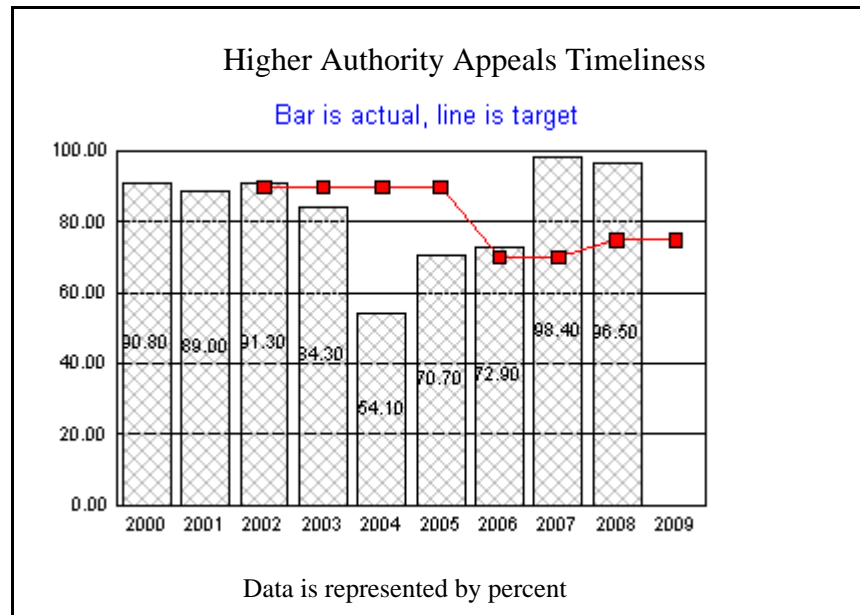
Management is reviewing procedures and examining options. Also, the future targets are being reviewed to set at desired, but attainable goals.

7. ABOUT THE DATA

Data sources are the Agency Expenditure Control and Office of Administrative Hearings database.

Data is based on Oregon fiscal year.

KPM #11	HIGHER AUTHORITY APPEALS TIMELINESS – % of cases requesting an appeal that receive a decision within 45 days of the date of request.	1999
Goal	Goal 2 Timely, Fair and Accurate Unemployment Insurance Payments	
Oregon Context	Oregon Benchmarks (OBM) OBM 12 Annual Payroll, OBM 14; Wages over 150% of Poverty	
Data Source	US Department of Labor (DOL) form ETA 9054	
Owner	Employment Appeals Board (EAB) Sarah Owens (503) 378-2106	



1. OUR STRATEGY

We continue to pursue efficiencies from centralization and new technology implementatin in order to streamline Unemployment Insurance (UI)

processes to improve timeliness and customer service.

2. ABOUT THE TARGETS

Higher percentage is better.

3. HOW WE ARE DOING

Our performance excelled for the second year in a row and we exceed target.

4. HOW WE COMPARE

Our performance of 96.5 % is well above the national average of 74.3%.

5. FACTORS AFFECTING RESULTS

No significant factors.

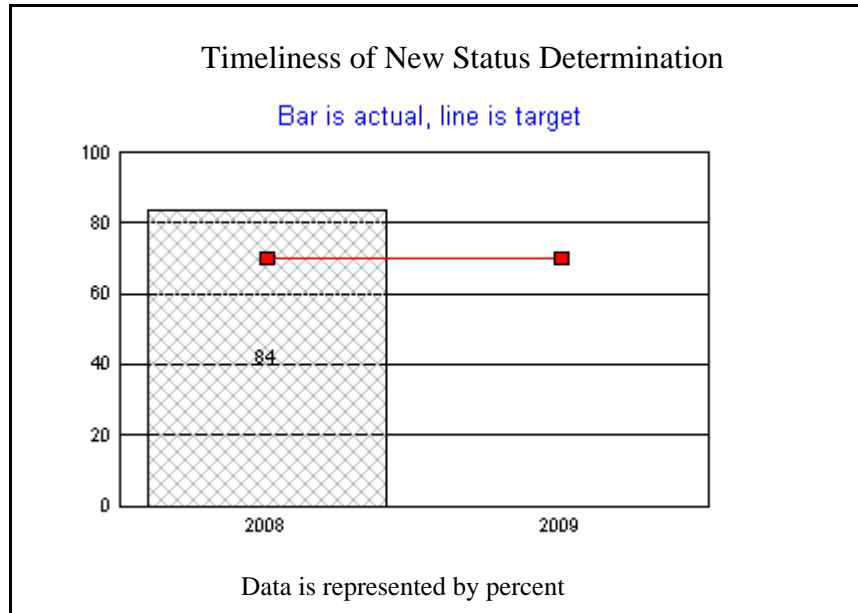
6. WHAT NEEDS TO BE DONE

No action required at this time.

7. ABOUT THE DATA

The data source is the US Department of Labor (DOL) ETA 9054 report.
Data is based on Oregon fiscal year, July 1 - June 30th.

KPM #12	TIMELINESS OF NEW STATUS DETERMINATIONS - % of new status determinations completed within 90 days of the end of the liable quarter.	2007
Goal	Goal 3 Maintain Solvent Trust Fund	
Oregon Context	Mission Oregon Benchmark (OBM) 12, 14	
Data Source	US Department of Labor (DOL) Tax Performance System (TPS)	
Owner	Unemployment Insurance (UI) Tax Donald Thorn (503) 947-1546	



1. OUR STRATEGY

Our strategy is to continue to pursue efficiencies from centralization and new technology implementation in order to streamline Unemployment Insurance processes to improve timeliness and customer service.

2. ABOUT THE TARGETS

This is a new measure and the first year reporting results.
Our measure targets are set based on corresponding federal level targets.
Higher is better.

3. HOW WE ARE DOING

First year reporting results for this measure.
We have exceeded our target.

4. HOW WE COMPARE

At 84% we are slightly below the national average of 85.5%; but greatly exceeded the Department of Labor standard of 70%.

5. FACTORS AFFECTING RESULTS

No significant factors.

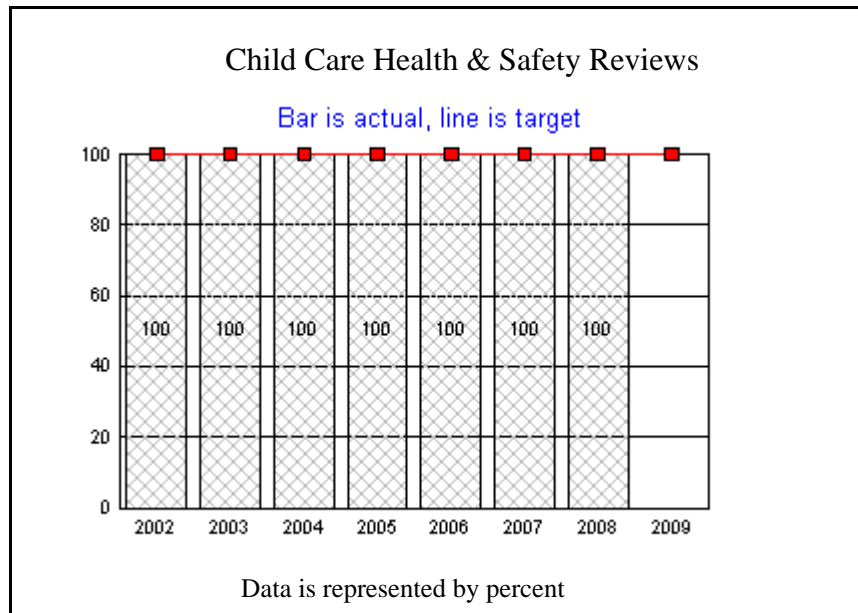
6. WHAT NEEDS TO BE DONE

No action required.

7. ABOUT THE DATA

Data source is US Department of Labor Tax Performance System (TPS)
Data is reported based on Oregon fiscal year.

KPM #13	CHILD CARE HEALTH & SAFETY REVIEWS – % of family child care facilities required to have health & safety onsite reviews that were reviewed by Child Care Division.	1999
Goal	Goal 4 Safe Child Care	
Oregon Context	Oregon Benchmarks (OBM) 47, 48	
Data Source	Child Care Division Database	
Owner	Child Care Division Manager Thomas Olsen (503) 947-1409 Data contact Dawn Norris (503) 947-1418	



1. OUR STRATEGY

We will continue our ongoing strategy to provide staff on a regional basis for health and safety reviews.

2. ABOUT THE TARGETS

Higher is better.

3. HOW WE ARE DOING

We continue to fulfill our mandate.

4. HOW WE COMPARE

No external comparison available at this time.

5. FACTORS AFFECTING RESULTS

No significant factors affecting results.

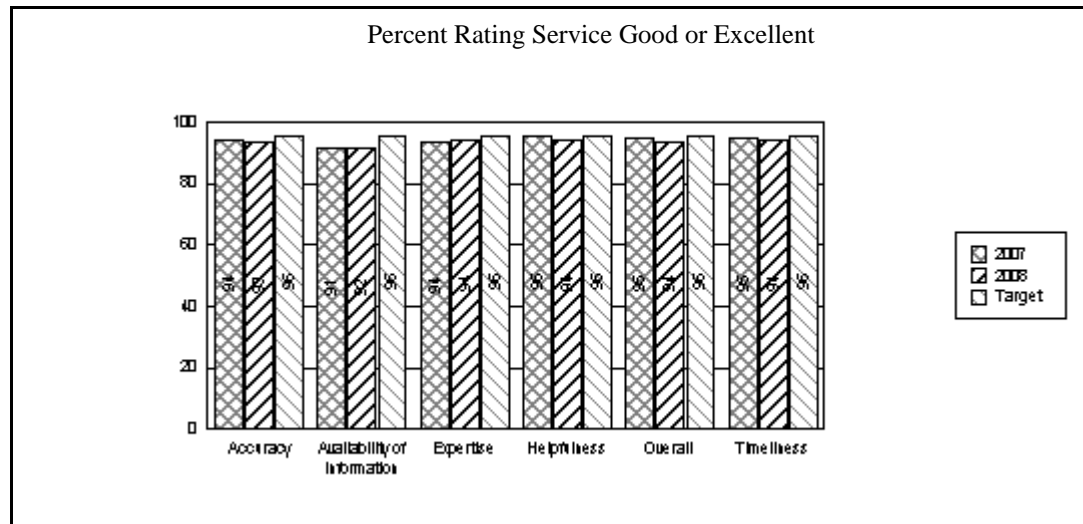
6. WHAT NEEDS TO BE DONE

No action required.

7. ABOUT THE DATA

The source of the data is the Child Care Division Database.
Data is based on Oregon fiscal year, July 1 through June 30th.

KPM #14	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2005
Goal	Mission	
Oregon Context	Oregon Benchmarks (OBM) 1, 4, 12, 14, 15	
Data Source	Claimant Survey, Business-Employer Survey, Job Seeker-Customer Survey	
Owner	Unemployment Insurance (UI) Business & Employment Services (B & ES) John Glen (503) 947-1234 Craig Keyston (503) 947-1847 Jennifer Shawcross (503) 947-1306	



1. OUR STRATEGY

We continue to strive to provide all our customers with the highest quality customer service.

2. ABOUT THE TARGETS

Higher is better.

3. HOW WE ARE DOING

All categories of this measure are at or near target.

With 94% rating Overall Service good or excellent, and all categories rating over 91%, we believe we are providing a high level of customer service.

4. HOW WE COMPARE

With all measure ratings over 90% in every category over the past three years, we believe we consistently compare favorably under any circumstances.

5. FACTORS AFFECTING RESULTS

No significant factors.

6. WHAT NEEDS TO BE DONE

No action necessary.

7. ABOUT THE DATA

The Customer Service Survey measure is a weighted average of results from three separate surveys; all three are administered by agency staff on a periodic basis. The Claimant Survey is a telephone survey of a random sample of 35 persons who have filed UI Initial Claims in the previous month. The Business-Employer Survey is a telephone survey, administered at the local office level, of a representative sample of employers who have placed job orders with the agency in the previous month. The size of the sampling frame varies from 5-25 per month. The Job Seeker Customer Survey is a paper survey, administered at the local office level, of a representative sample of persons who have received services at one of our local offices in the previous month. The size of the sampling frame varies from 10-35 per month. The score for this measure is based on the responses of 8153 customers who received services during the period from July 1, 2007 to June 30, 2008; 378 Unemployment Insurance Claimants, 1610 Business-Employer Customers, and 6165 Job Seeker Customers.

EMPLOYMENT DEPARTMENT**III. USING PERFORMANCE DATA**

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

Contact: Mary Wood

Contact Phone: 503-947-1448

Alternate: Jennifer Shawcross

Alternate Phone: 503-947-1306

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

1. INCLUSIVITY

* **Staff :** Staff and managers at all levels and from all sections of the agency were represented in a year long performance measure selection process. Staff members from each major division of the agency were asked to compile a list of measures that represented their activities. Those key measures were then presented to a large representative group of managers who chose a number of measures that best represented the overall activity of the agency.

Measures are routinely reviewed by the performance coordinator, management and appropriate staff for ongoing relevance and potential changes. New measures or modifications to measures and targets are periodically proposed to represent and measure agency changes and development.

* **Elected Officials:**

* **Stakeholders:**

* **Citizens:**

2 MANAGING FOR RESULTS

Measures are used primarily for performance monitoring and compliance with respect to U.S. Department of Labor (DOL) performance standards. Performance measures are available weekly, monthly and/or quarterly for review by management, as appropriate.

3 STAFF TRAINING

Currently there is no agency-wide training for staff in the use of performance measures.

4 COMMUNICATING RESULTS

* **Staff :** Performance measure results are available on the Agency Intranet for staff information. The are also distributed periodically at management meetings for purposes of performance monitoring and decision-making.

* **Elected Officials:** Results of key performance measures are included in the budget requests and presented

during legislative session at relevant hearings. Specific or selected relevant performance measures may also be communicated at some legislative hearings between sessions, or in other public communications.

*** Stakeholders:**

*** Citizens:** Results of performance measures are available to the general public online at a few websites including our agency website: <http://www.emp.state.or.us> , and the State of Oregon, Department of Administrative Services website at:
<http://www.oregon.gov/DAS/OPB/APPR.shtml>