



TO: BOLI Staff and Constituents

FR: Deputy Commissioner Annette Talbott

RE: PERFORMANCE MEASURES UNDER DEVELOPMENT

Oregon law specifies “that each agency will “use performance measures to work toward achievement of identified missions, goals, objectives and any applicable benchmarks.” ORS 291.110(2)(d).

The Bureau of Labor and Industries (BOLI) enforces state laws that:

- Ban discrimination in employment, housing and public accommodations.
- Protect workers and minors in the workplace.
- Guarantee most Oregon workers job-protected leave when their children are born or a family member is seriously ill.
- Oversee registered apprenticeship programs.

Its mission is:

- To promote the development of a highly skilled, competitive workforce in Oregon through partnerships with government, labor, business, and education;
- To protect the rights of workers and citizens to equal, nondiscriminatory treatment;
- To encourage and enforce compliance with state laws relating to wages, hours, terms and conditions of employment; and
- To advocate for policies that balance the demands of the workplace and employers with the protections of workers and their families.

When the current Commissioner of the Bureau of Labor and Industries, Dan Gardner took office in early January 2003, he reviewed the agency’s performance measures and found them to be deficient in several respects. This review revealed

that the measures did not focus on many important aspects of the Bureau's work.. This was particularly true as the measures did not help the agency evaluate the qualitative aspect of the work it performed. The measures only emphasized the quantitative measures. This was troubling for several reasons. It ignores the customer service component of public service, something the Commissioner has continuously stressed as he ran for and began his term as Commissioner. Moreover, the measures that were in place did not have realistic goals in place given the current workload and the corresponding 33% reduction in staff that the Bureau has experienced over the past 10 years.

As such, the Bureau is now in the process of revising the measures to focus on three main outcomes:

1. Income security and working conditions,
2. Equal opportunity; and
3. Workforce development.

The only applicable benchmark developed by the Oregon Progress Board that references BOLI is:

Percent of Oregon adults (25+) who have post secondary professional - technical credentials.

Oregon Benchmarks provide a way for agencies and others to measure their particular contributions to achieving higher-level societal values. A single agency or even a group of agencies cannot control the direction of an Oregon Benchmark, but they can have some direct influence in achieving the desired result. In this instance, this workforce development benchmark relates to the Bureau's Apprenticeship and Training Division. Apprenticeship is occupational training that combines supervised on-the-job training experience with classroom instruction. An apprentice who completes their training will have industry certification, which is a technical credential. The Bureau relies upon the apprenticeship committees, made up of employee and employer representatives from the specific industries, to operate apprenticeship programs. It does provide technical assistance and support to these committees. Most programs require approximately 144 hours of school per year. Like other aspects of apprenticeship, the local committee determines the related training requirements according to industry standards. Apprentices can earn credit towards an associate degree at a community college for classroom hours or for the completion of an apprenticeship program.

In addition to the benchmark referenced above, the Bureau is working to develop a new set of high level outcomes, associated performance measures and reasonable targets to more accurately capture what state law charges BOLI to accomplish, what is included in its mission and what its current budget and staffing structure can effectively do to serve the public.

If you have any input or feedback on what should be included in the Bureau's performance measures, please do not hesitate to contact us by clicking on www.boli.state.or.us/contact/legonline.html. Send us an email with your suggestions. We expect to complete this project in the Summer of 2004.

Thank you for your consideration.