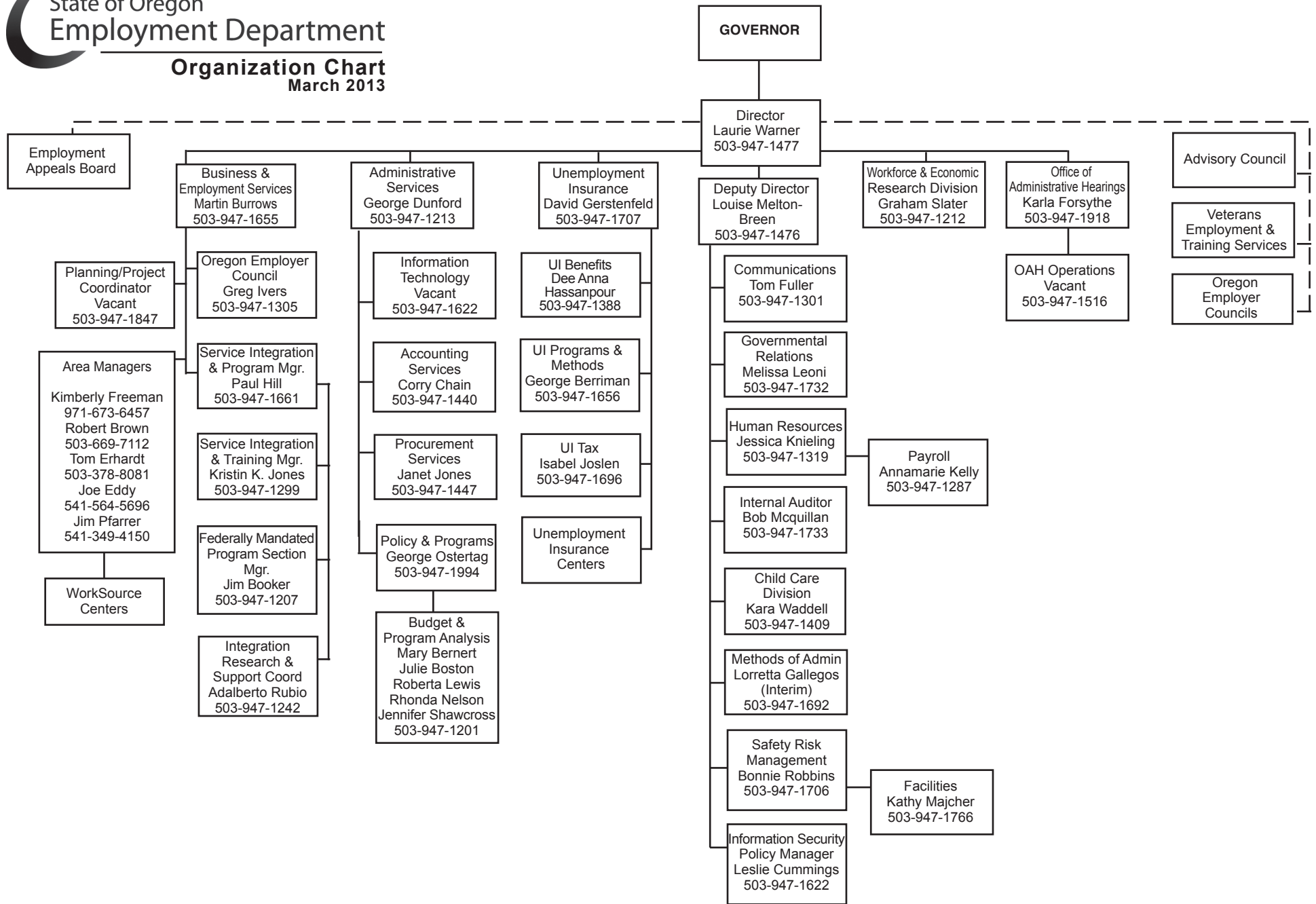


Oregon Employment Department 2013-15 Ways and Means Appendix

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State of Oregon
Employment Department
Organization Chart
 March 2013



Oregon Employment Department 2013-15 Strategic Plan

Introduction

Though Oregon officially emerged from what was called “The Great Recession” in 2009, the depth of the job losses, the subsequent pressure on benefit programs like unemployment insurance, and the anemic job gains in the years following, have created a dual pressure on the Oregon Employment Department. Dwindling federal resources make it more difficult to continue funding programs at their current levels despite continued high demand for our services.

Oregon’s Unemployment Insurance Trust Fund fared well during the recession. Designed to weather an eighteen month moderate recession, the fund provided benefits while remaining solvent throughout the period of economic downturn. Still, maintaining the fund’s solvency and protecting it against fraud requires constant vigilance and creativity.

Governor John Kitzhaber introduced a new focus on building economies through local solutions. Many of the goals and strategies in our 2013-15 plan address this need by empowering our local managers and partners.

As more Oregonians move to the use of the web and mobile technology to access our information and services, the department must communicate clearly and effectively with customers that will come to us in a variety of ways, not losing sight of those who require alternative delivery systems.

All this must be accomplished with fewer staff, offices, and financial resources.

Goals

- 1. Reduce the cost of unemployment.**
- 2. Grow robust economies by supporting innovative local delivery systems.**
- 3. Provide Oregonians easy access to quality information and services.**
- 4. Strengthen the organization to better achieve our mission, values and mutual goals.**

Goal 1: **Reduce the cost of unemployment**

Strategy 1: Improve payment integrity.

The accurate and timely payment of unemployment insurance benefits to those claiming is fundamental to stabilizing local economies (communities and people) impacted by unemployment. By focusing on improving the system as a whole we seek to pay benefits correctly the first time, helping to ensure that Oregonians receive the services they need when they need them.

Initiatives:

1. Streamline the unemployment insurance benefit appeal process and improve the speed of holding unemployment insurance hearings.
2. Shift our focus from collection to prevention of incorrect payment of unemployment insurance benefits.
3. Implement technology improvements to help ensure proper payment of benefits.

Strategy 2: Support return to work activities.

Oregon's unemployed population needs and wants to return to work as quickly as possible. One of the keys to getting a better paying job is to have a job. These proposed strategies will provide Oregonians with new tools to help them return to work and no longer leave them on the sidelines as Oregon shifts to a growing economy.

Initiatives:

1. Enhance our ability to make sure people claiming benefits are eligible to receive them.
2. Make sure people claiming benefits are actively seeking employment.
3. Help the long-term unemployed return to work more quickly.
4. Invest in a job matching tool upgrade that focuses on self-service use by both business and job seekers.

Goal 2:

Grow robust economies by supporting innovative local delivery systems

Strategy 1: *Strengthen and encourage existing and new partnerships at the local level.*

Better partnership between local, regional and state workforce partners is critical in times of decreasing resources and increasing community needs.

All divisions of the Oregon Employment Department will continue to build relationships, participate in conversations, identify and reduce areas of duplication and make decisions about resource investment in the local delivery system.

Initiatives:

1. Establish clear principles for Employment Department participation in local workforce systems. Give local leaders authority for actions and decision-making, within those principles.
2. Develop and communicate a statewide message to employers and decision-makers about our role in local workforce and economic development.
3. Focus administrative and support resources on the business needs of front-line service providers.
4. Continue to support integrating department services with our partners.

Strategy 2: *Help more employers learn about and use our recruitment services and labor market information.*

Local staff, supported by all levels of the department, will work closely with businesses to find them the skilled workers they need.

Initiatives:

1. Reach out to businesses that will most benefit from using our services.
2. Match highly qualified applicants for businesses who list job openings with us.

Strategy 3: *Increase the use of workforce and economic information in the decision making process for both public and private sectors.*

Timely, accurate, and relevant information is at the heart of wise decision-making. The Research Division will continue to collect, analyze, and share information specific to the needs of Oregon workforce and training organizations, businesses, job seekers, and policy-makers.

The Research Division, in collaboration with other parts of the Employment Department, will expand its efforts to ensure that Oregon businesses and individuals are aware of and actively using the information available to them.

Initiatives:

1. Increase local businesses' and policy-makers' use of data in the development phase of local plans and priorities.
2. Develop models and methods to guide identification of priority industries, sectors, and occupations at the state and local levels.
3. Conduct in-depth reviews and studies of topics relating to workforce skills and skill shortages.

4. Ensure to the highest-possible level that we are providing information and services to local policy groups such as local workforce investment boards and regional solutions centers.
5. Lead efforts to develop and implement performance measures for state and local workforce planning.

Goal 3:

Provide Oregonians easy access to quality information and services

Strategy 1: *Establish a people-friendly primary delivery system for information and services utilizing online and mobile platforms.*

Oregonians are changing how they access information and services. The 2010 Census indicates 82% of Oregonians have internet access in their homes and more than 30% have internet access from mobile phones. The Oregon Employment Department is adjusting to develop easy to use online tools that match people's needs. This goal extends across more than one biennium but does require us to assess and quickly adapt to the changing landscape of evolving technologies and emerging applications.

Initiatives:

1. Assess the trends and existing research on customer preference in accessing information and services.
2. Expand and improve services and information available online.
3. Expand and improve agency websites and applications to be available and responsive to whatever device the customer is using.
4. Use emerging technologies to make us more provide more efficient and effective services to our customers.

Strategy 2: *Ensure people-friendly information and services are available via alternative delivery systems that meet the diverse needs of all Oregonians.*

Not every Oregonian will be able to access information and services via the internet. Oregon is a diverse state with populations that have distinct needs.

This strategy ensures we continue to serve customers who need to access our services via traditional methods. We will look to provide services in unique and creative ways, such as commercial or public venues. These places may be where customers already gather to share information locally. We seek to meet the needs of specific populations through creative marketplace solutions.

Initiatives:

1. Develop ways to deliver information and services customized to meet customer needs.
2. Identify and improve services and information that require in-person or telephone support.
3. Identify and use marketplace locations - alternatives to bricks-and-mortar for ease of access and for reaching out to specific customer groups.

Strategy 3: *Communicate Department information and services in ways that are useful, relevant and clear.*

The Oregon Employment Department is committed to using language that is simple, clear and understood by many. We will avoid "government speak" and communicate using language that is easily understood by the intended audience. At the same time, we need to meet federal and state standards in what we communicate. It's not an easy task. Our customers need accurate, up-to-date information. The agency will develop systems of communication that are simple, complete and accurate. This includes the creation of content strategies so information is easily retrieved and relevant to a user's needs.

Initiatives:

1. Ensure electronic, paper and oral communications use simple, audience appropriate language.
2. Ensure electronic, paper and oral communications are accurate and up-to-date.
3. Ensure easy access to our communications.

Strategy 4: *Develop an outreach approach to provide high value information with individuals and communities.*

Supporting innovation, competitiveness, job growth, and family wage jobs is complex. With scarce resources, no one has the luxury of a trial and error approach. The Employment Department has critical information about the labor market, workforce programs, child care, and unemployment insurance, just to name a few. Through a comprehensive outreach effort, we can inform customers about what information exists and how to easily access it.

Initiatives:

1. Develop customer-specific outreach approaches to educate them on what information exists and how to easily access it.
2. Improve the usability of information systems so customers and decision-makers can access information and make informed decisions.

Goal 4:

Strengthen the Oregon Employment Department workforce to better achieve our mission, mutual goals and agency values.

Strategy 1: Develop organizational capacity.

The department has a variety of relationships at the federal, state and local levels. Because of the numerous demands on a variety of fronts, it is critical to be responsive to the issues and challenges that impact the agency. We must be prepared to continually evolve to be responsive.

Initiatives:

1. Develop ways to change the organization to keep up with the dynamic nature of our business.
2. Identify and write down the ways we perform important tasks, and then find ways to streamline those processes.
3. Help our staff to perform at their best.
4. Develop, train and mentor tomorrow's leaders.
5. Hire people to help our agency's workforce mirror the diversity in the population as a whole.

Strategy 2: Modernize technology infrastructure.

The Department's information infrastructure is on the verge of obsolescence. To be responsive to our customers as technology and service delivery methods evolve, we must invest in ways to improve technology and the underlying support structure.

Initiatives:

1. Improve the way our systems are designed so that information is easier to retrieve.
2. Ensure clear communication and collaboration between business areas and those who develop technology systems through an active executive governance committee, project management office and organization leadership.
3. Focus our information technology on customer service by establishing clear outcome based expectations and decision making.

Strategy 3: Develop individual competencies.

Department employees are the backbone of the organization. As the agency anticipates a high number of retirements, staff development will become critical for the agency to prepare employees for future opportunities.

Initiatives:

1. Provide learning opportunities for staff to increase our ability to respond to changing demands.
2. Establish targeted training that stresses shared problem solving.

EMPLOYMENT DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

Original Submission Date: 2012

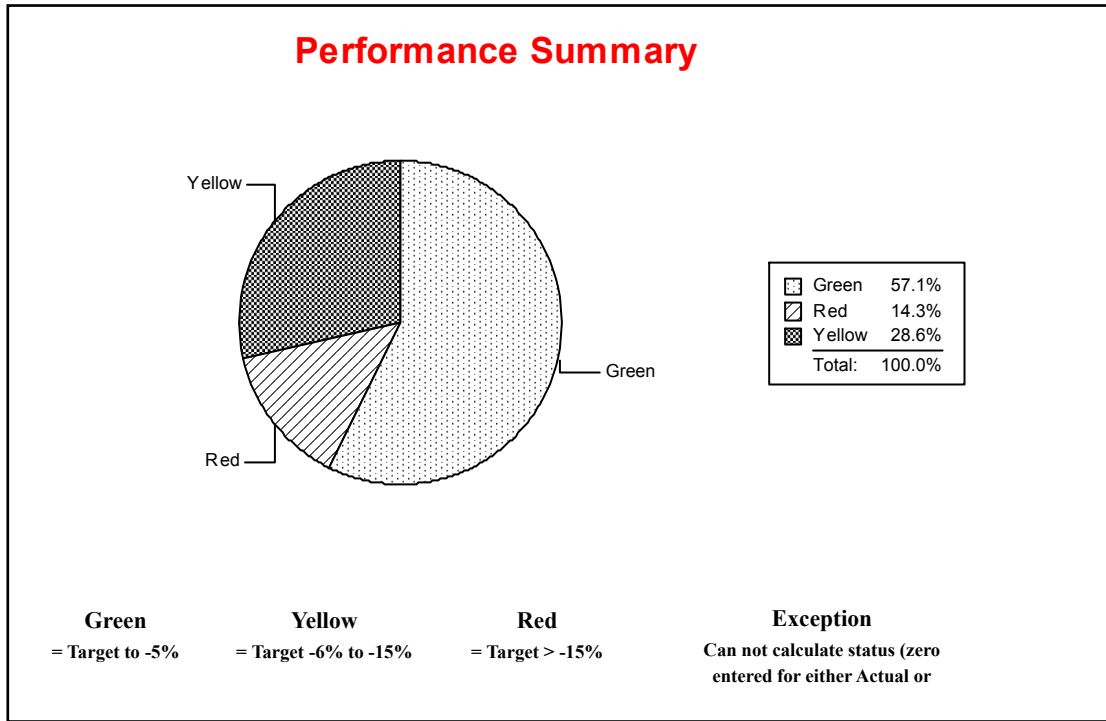
Finalize Date: 10/30/2012

2011-2012 KPM #	2011-2012 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.
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	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
	Title: Rationale:

Proposed Key Performance Measures Targets for Biennium 2011-2013	2012	2013
Title: COST PER PLACEMENT– total cost of B&ES programs divided by the total number of job seekers entered into employment after receiving services.		

EMPLOYMENT DEPARTMENT	I. EXECUTIVE SUMMARY
Agency Mission: The mission of the Oregon Employment Department is to Support Business and Promote Employment.	
Contact: Mary Bernert	Contact Phone: 503-947-1975
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

3. PERFORMANCE SUMMARY

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

KPM 2 Employment Retention KPM 4 First Payment Timeliness KPM 5 Non-Monetary Determinations Timeliness KPM 8 Non-UI Appeals Timeliness KPM 9 Average Days to Issue Order KPM 10 Cost per Referral to OAH (new methodology in 2009) KPM 12 Timeliness of New Status Determinations KPM 13 Child Care Health & Safety Reviews KPMs NOT MAKING PROGRESS (not at or trending toward target achievement): KPM 1 Entered Employment (RED) KPM 3 Cost per Placement (RED) KPM 6 Cost per Claim (YELLOW) KPM 7 UI Appeals Timeliness (RED) KPM 11 Higher Authority Appeals Timeliness (YELLOW) KPM 14 Customer Service - all categories (YELLOW)

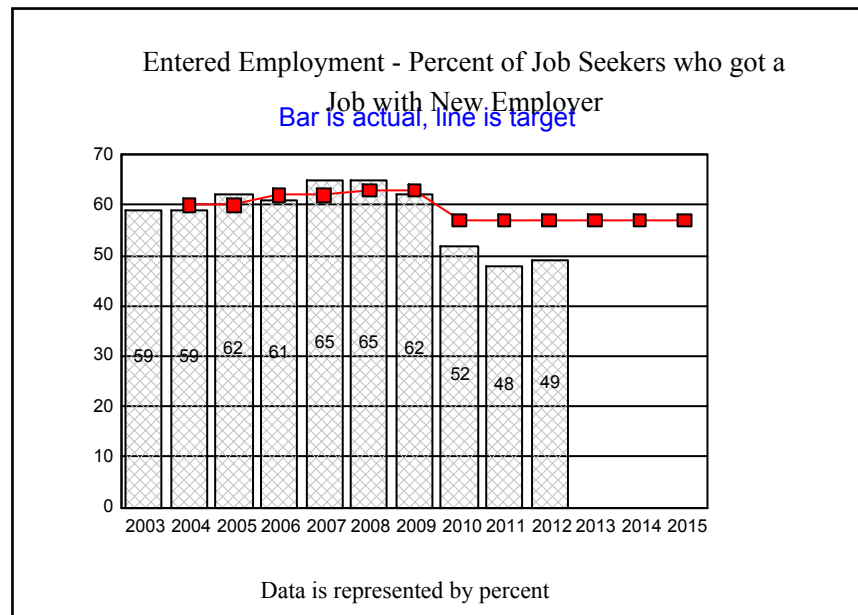
4. CHALLENGES

The economy has been sluggish; unemployment rates have remained high. Though the demand for labor is generally low, demand for workers with specific skills challenges staff to screen workers appropriately. The Oregon Employment Department continues to serve high levels of UI claimants and job seekers. During this period OED has streamlined services to both the claimants and the job seekers. OED is increasingly seeing long-term unemployed workers who need assistance transitioning to new occupations or industries.

5. RESOURCES AND EFFICIENCY

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

In October 2008, OED implemented an integrated workforce service delivery model with the Department of Community Colleges and Workforce Development and local Workforce Investment Boards. The model, which has significantly streamlined services for Oregonians, features a common intake and registration system and access to integrated

reemployment and training services.

2. ABOUT THE TARGETS

Targets are negotiated directly between OED and the US Department of Labor. The SFY 2012 target remained at the 57% level which was negotiated in SFY 2011. A higher percent of job seekers entering employment is better. From SFY 2006 to SFY 2009, performance fluctuated between 62% and 65%.

3. HOW WE ARE DOING

Results for SFY 2012 show performance increased by of 1% from SFT 2011, with 49% of job seekers entering employment.

4. HOW WE COMPARE

This is a national measure. A US DOL review of state performance indicated that states which adopted an integrated service delivery model experienced a decline in performance on this measure. Oregon adopted the integrated service delivery model in 2008. Oregon was within 80% of the US DOL target of 57% which meant the state met its goal for the program year under federal performance standards.

5. FACTORS AFFECTING RESULTS

This measure can be impacted by labor market conditions. As the unemployment rate increases the number of workers finding employment decreases. The national and state economy continues to struggle to reach pre-recession employment levels, although Oregon's unemployment rate has improved during the last 12 months. The August 2012 seasonally adjusted unemployment rate for Oregon was 8.9%, down 0.6 percent from August 2011.

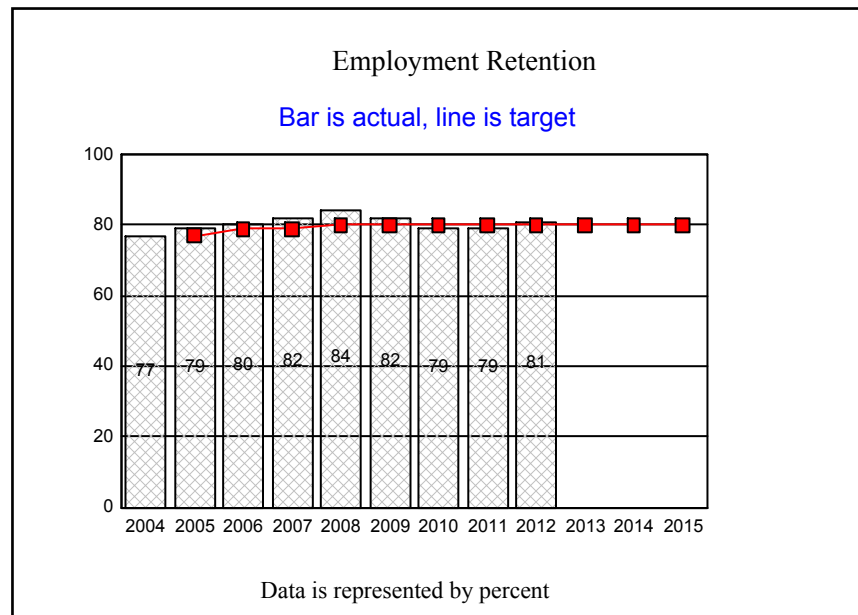
6. WHAT NEEDS TO BE DONE

The Employment Department, along with its partners in WorkSource Oregon, will continue to provide reemployment services to job seekers. A focused effort is underway to pilot new methods for assisting employers in filling current job openings with well-qualified Oregonians.

7. ABOUT THE DATA

The data source is US Department of Labor ETA 9002.

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

In October 2008, OED implemented an integrated workforce service delivery model with the Department of Community Colleges and Workforce Development and local Workforce Investment Boards. OED staff have focused on better matching the skills of the large number of unemployed Oregonians

with available job openings. A better match of job seeker skills to employer needs leads to lower turnover and higher retention rates.

2. ABOUT THE TARGETS

Targets are negotiated directly between OED and the US Department of Labor. The SFY 2012 target remained at the 80% level which was negotiated in SFY 2010. A higher percent of job seekers retaining employment is better.

3. HOW WE ARE DOING

Oregon exceeded the US Department of Labor performance target by 0.9%, and increased performance from SFY 2011 by 1.9%.

4. HOW WE COMPARE

This is a national measure. Oregon's SFY 2012 performance of 80.9% which exceeded the 2010 national average performance of 78%. National performance data for SFY 2011 is not yet available.

5. FACTORS AFFECTING RESULTS

This measure can be impacted by labor market conditions. The national and state economy continues to struggle to reach pre-recession employment levels, although Oregon's unemployment rate has improved during the last 12 months. The August 2012 seasonally adjusted unemployment rate for Oregon was 8.9%, down 0.6 percent from August 2011. An improving unemployment rate may be related to higher employment retention.

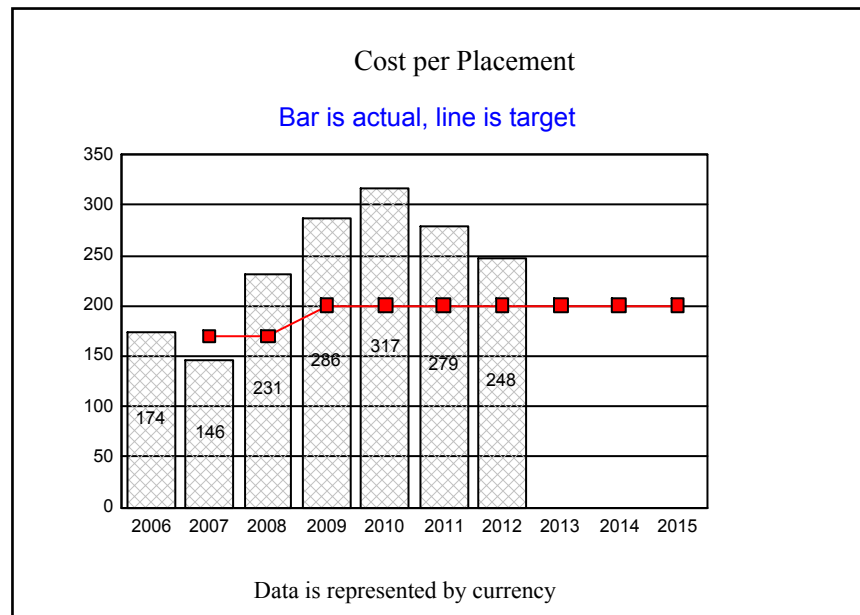
6. WHAT NEEDS TO BE DONE

OED will continue to review and continually improve services to job seekers and employers, in collaboration with our WorkSource Oregon partners.

7. ABOUT THE DATA

The data source is US Department of Labor form 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

In October 2008, OED implemented an integrated workforce service delivery model with the Department of Community Colleges and Workforce Development and local Workforce Investment Boards. This has allowed the involved partners to better streamline services, reduce duplication, and leverage

available resources. The agency continues to be conscious of budgetary constraints and the need to be fiscally responsible.

2. ABOUT THE TARGETS

Lower is better.

3. HOW WE ARE DOING

Costs per placement fell for the second year, from a high of \$317 in SFY 2010 to \$279 in SFY 2011, and now to \$248 in SFY 2012. This is a decrease of \$69 or 22% over two years. OED continues to serve large numbers of job seekers, and there remain approximately five job seekers for each available job in Oregon.

4. HOW WE COMPARE

There is no national measure compiled for comparison.

5. FACTORS AFFECTING RESULTS

This performance measure is sensitive to economic conditions, specifically to the number of available jobs relative to the number of job seekers.

6. WHAT NEEDS TO BE DONE

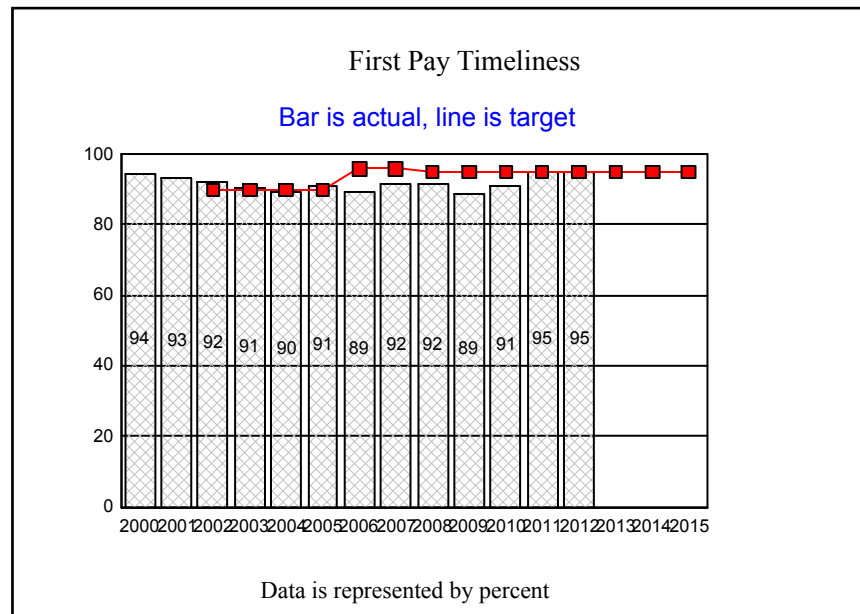
The Oregon Employment Department will continue to connect job seekers to available employment opportunities, and to focus on filling job openings of Oregon employers.

7. ABOUT THE DATA

Data sources are the Agency Expenditure Control and iMatchSkills database. Data is based on Oregon fiscal year. The costs component is based on the total Business & Employment Services 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 David k. Gerstenfeld (503) 947-1707	



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 steady to 95.2% the same level of performance achieved last year..

4. HOW WE COMPARE

At 95.2% we exceeded our goal and were above the US Department of Labor Standard of 87%.

5. FACTORS AFFECTING RESULTS

The Employment Department continues to make timely benefit payments a priority. Staffing levels have declined, but so has the volume of benefit claims.

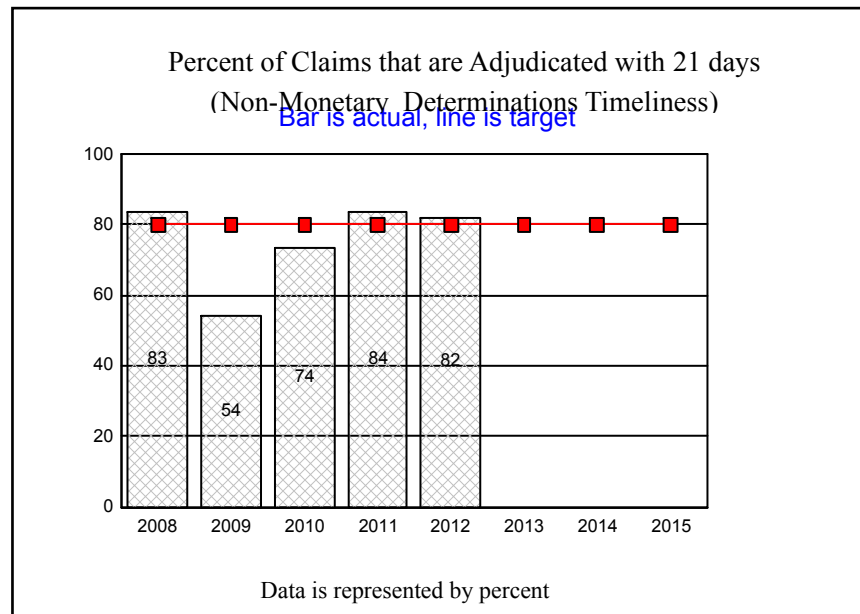
6. WHAT NEEDS TO BE DONE

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: The Mission of the Oregon Employment Department is to Support Business and Promote Employment.	
Data Source	US Department of Labor (DOL) Form ETA 9052	
Owner	Unemployment Insurance David k. Gerstenfeld (503) 947-1707	



1. OUR STRATEGY

We are seeking new efficiencies through projects such as formal “as is – to be” business mapping process of our Unemployment Insurance (UI) claims system and streamlining our document management system and related processes that will result in improved timeliness without

sacrificing customer service

2. ABOUT THE TARGETS

Higher is better.

3. HOW WE ARE DOING

Performance was 82.1% which exceeded our target but was slightly down from the prior year.

4. HOW WE COMPARE

Our performance was 82.1%, this is higher than the national average 68.4% (DOL report ending 6/30/2012).

5. FACTORS AFFECTING RESULTS

The new extensions added to the complexity of work performed at all levels of the UI claims system, including an increased workload with new Reemployment and Eligibility Assessment requirements.

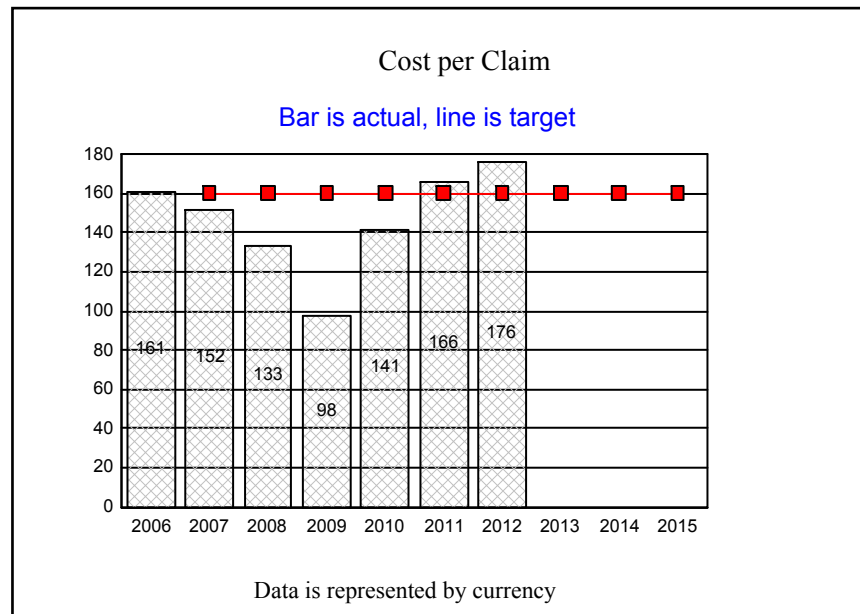
6. WHAT NEEDS TO BE DONE

Continue to monitor programs and implement efficiencies identified through our formal business mapping process and technology projects.

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) David K.Gerstenfeld (503)947-1707	



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

The cost per clam during SFY 2012 was \$176 an increase of 6% over last year's cost of \$166. Our goal is \$160 per claim.

4. HOW WE COMPARE

No external comparison is currently available.

5. FACTORS AFFECTING RESULTS

Ongoing technology projects, such as a document management system and an adjudication streamlining system, increase the cost per claim figure. Long-term, these technologies will create efficiencies that lower the cost per claim, but the projects are not yet implemented. The cost per claim also has a tendency to go down during recessionary periods and increase as the market recovers.

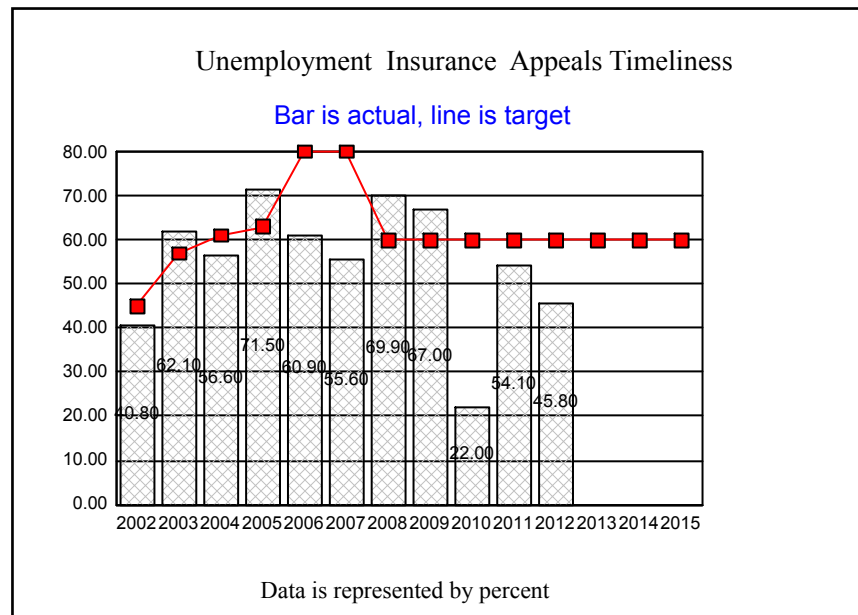
6. WHAT NEEDS TO BE DONE

The cost per claim will decrease as these technology projects end and process efficiencies are implemented. OED is focusing on making the UI system more "self-service" for the public, decreasing costs. Staff levels are decreasing to correspond with decreasing benefits claims. Ongoing effort need to focus on service delivery efficiency to let us decrease infrastructure costs while maintaining service levels.

7. ABOUT THE DATA

Data sources are the Oregon Employment Department Agency Expenditure Control Data which 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 for regular claims.

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) Karla Forsythe (503)947-1919	



1. OUR STRATEGY

We hired limited duration Administrative Law Judges for the purpose of eliminating the backlog of UI cases and improving timeliness without sacrificing customer service which we have accomplished.

2. ABOUT THE TARGETS

A higher percentage is better.

3. HOW WE ARE DOING

Performance was at 45.8% which was below our target and was down from the prior year

4. HOW WE COMPARE

Our performance was at 45.8% down from 54.26% in FY 2011

5. FACTORS AFFECTING RESULTS

Failure to meet target dates and large backload of hearings due to the recession. However, with the hiring of limited duration staff we are now current and meeting target dates.

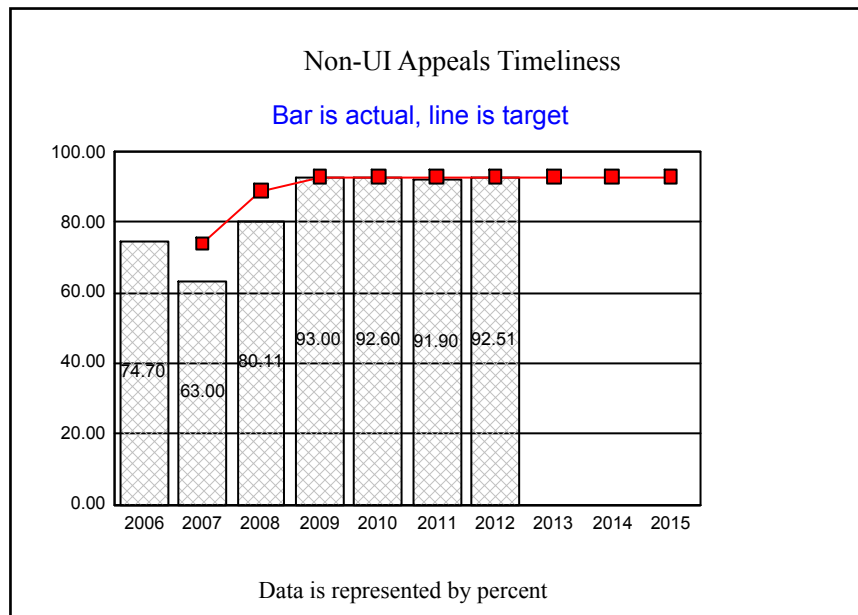
6. WHAT NEEDS TO BE DONE

Continue to monitor programs and leverage use of existing cross-trained staff

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 (OAH) Karla Forsythe (503)947-1919	



1. OUR STRATEGY

Meeti cases with critical deadlines frsti and ttake advantage off cross trained stiaff

2. ABOUT THE TARGETS

Higher is better.

3. HOW WE ARE DOING

Performance was at 92.51% which was below our target but higher than the prior year

4. HOW WE COMPARE

Our performance was at 92.51% slightly higher than 91.89% in FY 2011

5. FACTORS AFFECTING RESULTS

The recession created higher than normal caseloads in several areas that did not receive increased staffing

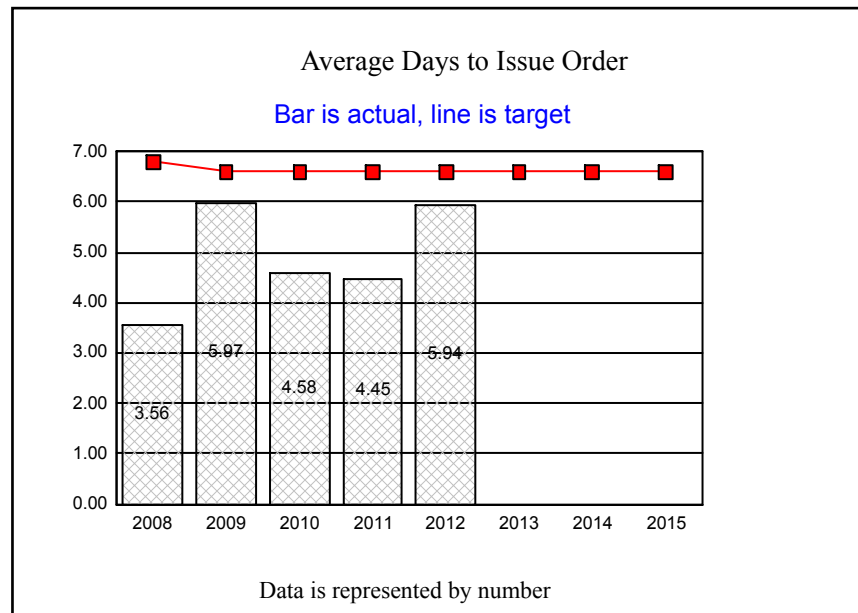
6. WHAT NEEDS TO BE DONE

Continue to monitor programs and look for efficiencies with improved technology

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) Karla Forsythe (503)947-1919	



1. OUR STRATEGY

Regardless off mandated timelineswe produce legally suffcienti decisions as promptly as possible

2. ABOUT THE TARGETS

Lower is better.

3. HOW WE ARE DOING

Performance was at 5.94 average days from referral to order issuance, which was higher than the prior year.

4. HOW WE COMPARE

Our performance was at 5.94 days, 4.45 days in FY 2011.

5. FACTORS AFFECTING RESULTS

The recession created higher than normal caseloads in several areas that did not receive increased staffing.

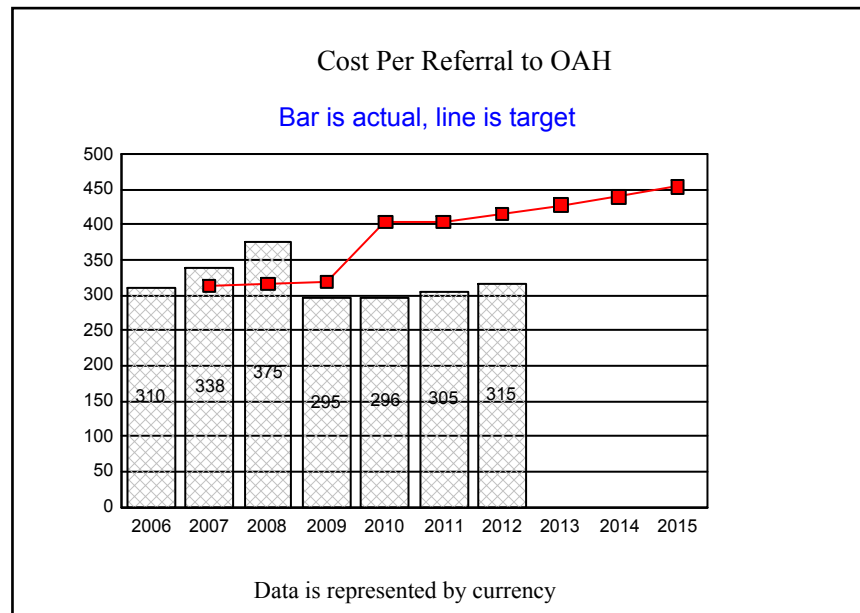
6. WHAT NEEDS TO BE DONE

Continue to monitor programs and look for efficiencies with improved technology.

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) Karla Forsythe (503)947-1919	



1. OUR STRATEGY

Maintain service levels without increasing costs to sending agencies

2. ABOUT THE TARGETS

Lower is better.

3. HOW WE ARE DOING

Performance was \$315 which was higher than the prior year

4. HOW WE COMPARE

Our performance was at \$315 higher than \$305.37 in FY 2011.

5. FACTORS AFFECTING RESULTS

Costs were up due to increased salaries and benefits due to the training and hiring of limited duration staff and technology costs

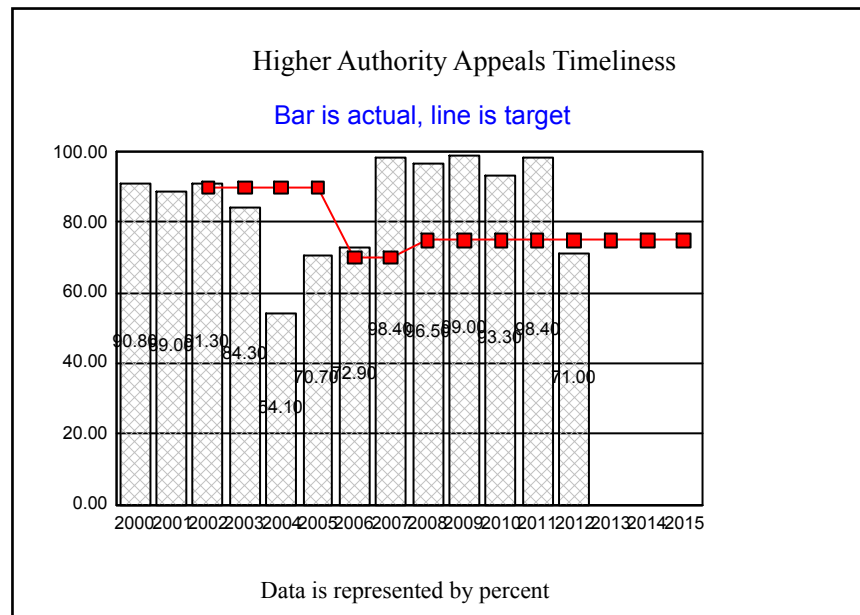
6. WHAT NEEDS TO BE DONE

Continue to monitor programs and look for efficiencies with improved technology

7. ABOUT THE DATA

The data source is a combination of the time system, billing system and the OAH database. Reported 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

Discontinuing publication of adopted decisions and lowering adoption standards.

2. ABOUT THE TARGETS

Higher is better. It should be noted that, although KPM 11 is defined as “% of cases requesting an appeal that receive a decision within 45 days of the date of request”, only those cases classified by USDOL as “UI” are measured. KPM 11 does not measure the timeliness of other case types, of which there were 559 in SFY 2012.

3. HOW WE ARE DOING

A number of factors, cited below, kept EAB within the 70-75% target set in 2006, demonstrating that the target remains realistic against a recessionary workload.

4. HOW WE COMPARE

EAB’s counted workload is comparable to EAB’s equivalent in New York, Massachusetts and Wisconsin, all of which had greater populations and lower unemployment rates than Oregon. EAB consistently outperformed its equivalent in each of those states, as well as the national average.

5. FACTORS AFFECTING RESULTS

USDOL’s RJM for funding, inefficiencies in the Department’s adjudication and appeals processes, extended staff absences, the January 2012 evacuation of EAB’s offices due to flooding from Mill Creek, the Court of Appeals decision to cease reviewing decisions affirming without opinion, and the continuing recessionary workload.

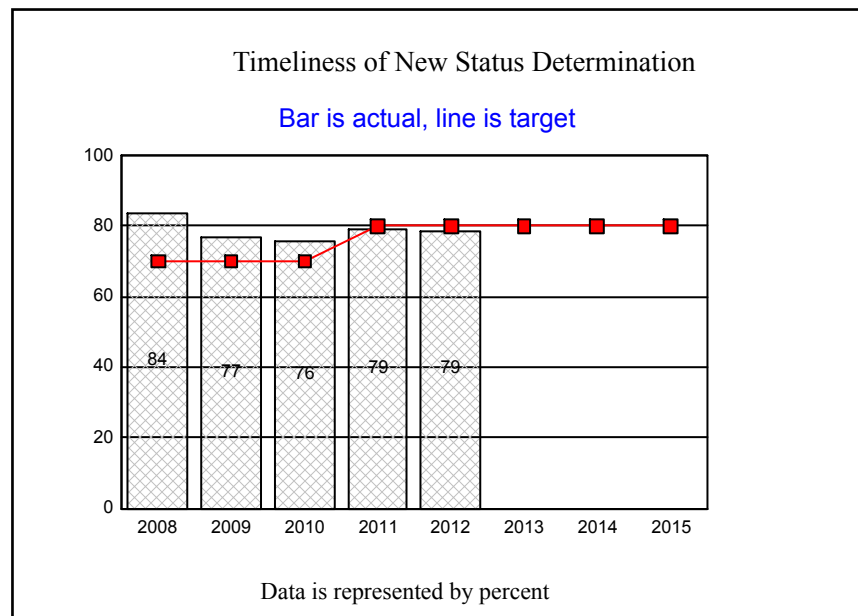
6. WHAT NEEDS TO BE DONE

Sincere and sustained efforts to improve identified defects and inefficiencies in its adjudication and appeals processes across all three levels (OED, OAH and EAB).

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 David k. Gerstenfeld (503) 947-1707	



1. OUR STRATEGY

To develop a process to ensure tax accounts are established within 90-days of the end of the first of the quarter in which liability occurs.

2. ABOUT THE TARGETS

The target is to process 80% of new registrations within 90-days of the end of the first quarter in which liability occur.

3. HOW WE ARE DOING

We completed 78.6% of registrations. This is a decrease of .4% from the prior year. The decrease was due to an increase of approximately 53% in registrations. The Status Unit responsible for processing the registrations was affected by the hiring freeze. The unit operated with at least 1 vacant position.

4. HOW WE COMPARE

At 78.6% we continue to exceed the Department's off Labor standards of 70%.

5. FACTORS AFFECTING RESULTS

The decrease on the percentage of processing registrations was affected by the increase in blocked claims due to the downfall of the economy, the increase of registrations, the hiring freeze, and the training period once the hiring freeze was lifted.

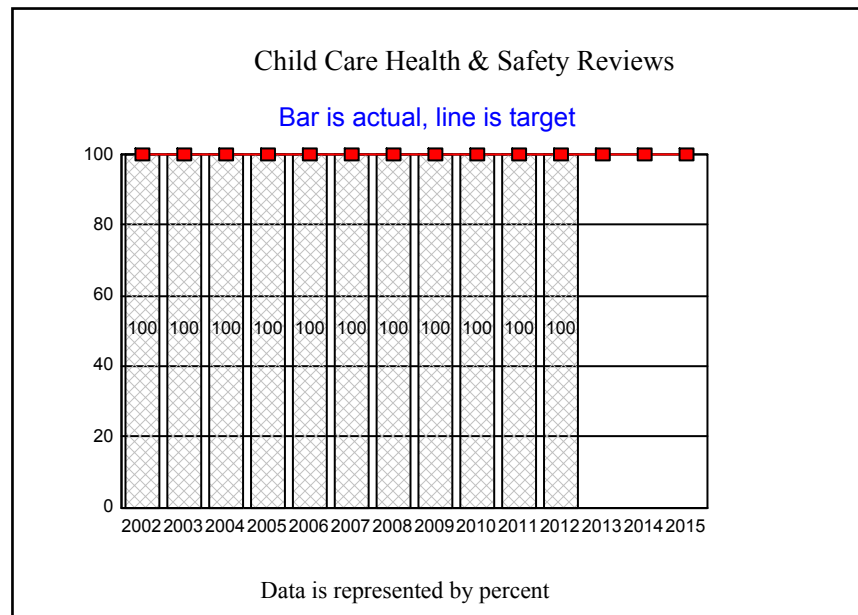
6. WHAT NEEDS TO BE DONE

We were able to hire new staff, establish new processes and readjusted work load priorities.

7. ABOUT THE DATA

Data source is US Department of Labor Tax Performance System (TPS) and form ETA 581. 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 Kara Waddell (503) 947-1409 Data contact Debbie Trammell (503) 947-1420	



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 meet the 100% standard.

4. HOW WE COMPARE

No external comparison available at this time.

5. FACTORS AFFECTING RESULTS

No significant factors affecting results.

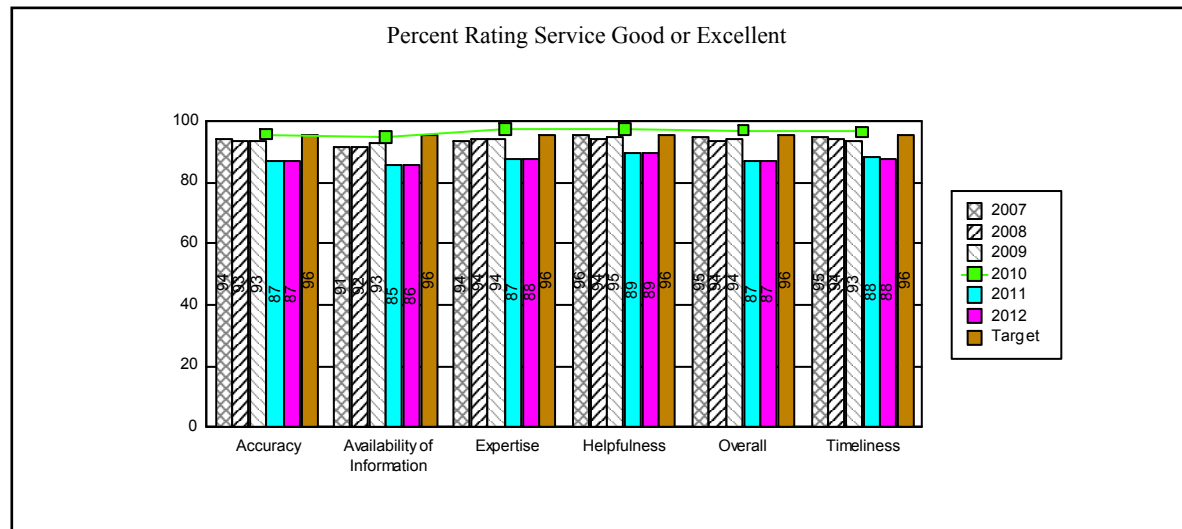
6. WHAT NEEDS TO BE DONE

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: The Mission of the Oregon Employment Department is to Support Business and Promote Employment.	
Oregon Context	Oregon Benchmarks (OBM) 1, 4, 12, 14, 15	
Data Source	Claimant Survey, Business-Employer Survey, Job Seeker-Customer Survey	
Owner	John Glen (503) 947-1234 Mary Bernert(503) 947-1975	



1. OUR STRATEGY

We continue to strive to provide all our customers with the highest quality customer service. We have made improvements to our phone systems and online services. We improved our services to customers in our field offices by engaging them earlier in their job search through a new welcome process.

2. ABOUT THE TARGETS

Higher is better.

3. HOW WE ARE DOING

Our performance was below our target. Last year we implemented an online survey of job seekers. This change increased the response from this group by tenfold. The online survey provided greater anonymity than our previous process and the responses were more candid. Although this new survey methodology lowered our overall performance rating, we gained valuable and more timely information to help identify areas where service could improve.

4. HOW WE COMPARE

There are no comparable measures.

5. FACTORS AFFECTING RESULTS

The number of customers we serve has remained very high compared to historical levels. Staff have been challenged during this recession to meet the needs of the additional customers and explain the complexity of the UI system.

6. WHAT NEEDS TO BE DONE

For Job Seekers: Our local offices have implemented a new welcome service that provides information on services earlier in a person's job search. This service should improve the ratings for timeliness and availability of information. Because the process is uniform throughout the state the knowledge and correctness of the information should also improve. OED has begun to use twitter to deliver some job notifications to interested customers. We are beginning to use social media to help keep customers informed on events, changes, and services. For unemployment insurance claimants: Our new calling system improved wait times. Claimants were less satisfied in SFY 2012 than last year. For Employers: We continue to work with employers to improve the quality of referrals. Employers rated our service highest of the three customer groups; each measure was over 98.5%.

7. ABOUT THE DATA

The Customer Service Survey measure is a weighted average of results from three separate surveys; two are administered by agency staff on a periodic basis and the other is a continuously available online survey. 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 an online survey. The score for this measure is based on the responses of 16,094 customers who received services during the period from July 1, 2010 to June 30, 2011; 420 Unemployment Insurance Claimants, 593 Business-Employer Customers, and 18,315 Job Seeker Customers.

EMPLOYMENT DEPARTMENT	III. USING PERFORMANCE DATA
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Agency Mission: The mission of the Oregon Employment Department is to Support Business and Promote Employment.

Contact: Mary Bernert	Contact Phone: 503-947-1975
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Alternate: Jennifer Shawcross	Alternate Phone: 503-947-1306
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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* 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.</p> <p>* Elected Officials:</p> <p>* Stakeholders:</p> <p>* Citizens:</p>
<p>2 MANAGING FOR RESULTS</p>	<p>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.</p>
<p>3 STAFF TRAINING</p>	<p>Currently there is no agency-wide training for staff in the use of performance measures.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff: Performance measure results are also distributed periodically at management meetings for purposes of performance monitoring and decision-making.</p> <p>* 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.</p>

*** Stakeholders:**

*** Citizens:** Results of performance measures are available to the general public online at the State of Oregon, Department of Administrative Services website at: <http://www.oregon.gov/DAS/OPB/APPR.shtml>

HB3291 Relating to Audits of State Agencies

**Changes the Oregon Employment Department has made or
is making to implement recommendations made in the audit titled;**

Computer Controls for the Oregon Benefit Information System
(August 2012)

503-947-1733
Robert.W.Mcquillan@state.or.us

HB3291 (2011) Relating to Audits of State Agencies

Report on Implementation of Recommendations made in the **Computer Controls for the Oregon Benefit Information System** audit

This report is being submitted to meet the requirements as contained in HB3291 SECTION 1 which states "Each state agency that is audited by the Secretary of State under ORS 297.070 shall disclose the results of the audit and submit a written report about changes the agency has made, or is making, to implement the audit recommendations to:

- (1) The Legislative Assembly, within six months after the date the secretary issues the audit report; and
- (2) To the subcommittee of the Joint Committee on Ways and Means considering the agency's budget request, at all hearings related to the agency's budget for a period of three years after the date the secretary issues the audit report."

Attachment A is being submitted to the Legislative Assembly electronically to meet the requirements of SECTION 1 (1) requirements.

The information in this report includes implementation work performed or planned based on audit recommendations included in the **Computer Controls for the Oregon Benefit Information System** audit conducted by the Oregon Secretary of State Audits Division and issued in August 2012. The report included recommendations specifically to the Oregon Employment Department (OED). The summary of implementation includes the original recommendation, status update, narrative related to implementation, and a point of contact.

The audit report, including the agency's initial response can be found on the Oregon Secretary of State website at the following address: http://www.sos.state.or.us/audits/pages/state_audits/full/2012/2012-25.pdf (Report No. 2012-25).

Secretary of State Recommendation 1: Department Management take steps to better ensure accurate payment of Unemployment Insurance claims by establishing:

- additional automated or manual processes to better prevent system input errors;
- more robust error detection procedures to identify payment anomalies and ensure their timely correction;
- procedures to ensure that identified overpayments are monitored to ensure that associated overpayment decisions are appropriately generated;
- staffing requirements for the overpayment unit to ensure timely processing of overpayment decisions; and
- procedures for correcting overpayment errors that ensure compliance with federal regulations.

Status of Agency Corrective Actions: The Department created a new automatic stop that prevents the system from making duplicate benefit payments for the same benefit week. The stop remains in place until reviewed and inactivated. A mandatory comment is required when the flag is inactivated. Corrections to existing programming prevent the system from making payments exceeding claimant's weekly benefit amounts and the system produces comments documenting any manual adjustments. The process for unemployment benefit claims determined to be payable under a different unemployment program has been modified to prevent the likelihood of duplicate payments.

Corrective action involving claimants who received benefits in excess of their maximum weekly benefit amount due to system error involved both establishing the overpayment that was made and correcting the system error. Management identified and corrected the system error and developed a system report that identifies payments made in excess of claimant's maximum weekly benefit amount for all programs. The report will be run routinely to assist with identification and remediation of future system or human error that might result in overpayment, and provide early detection of overpayments.

Contact Person: DeeAnna Hassanpour, UI Benefits Admin (DeeAnna.Hassanpour@state.or.us)

Secretary of State Recommendation 2: Develop and implement change management controls to:

- better restrict programmers' access to production and source code libraries;
- ensure development, retention, and maintenance of automated system control documentation and design specifications;
- establish requirements for developing, documenting and retaining testing plans and test results associated with all program code changes;
- establish requirements and expectations for technical reviews, such as code compares, and ensure these reviews are
- independently performed for all code changes before code is moved to the production environment;
- ensure processes are in place to ensure adequate version control of source code; and
- ensure all change management steps and approvals are appropriately documented and retained.

Status of Agency Corrective Actions: We have taken steps to reduce risks through policy and procedure update, peer review, and improved monitoring. The agency is in the process expanding the use of its IT Service Request System to include more comprehensive change control abilities. The first phase was application development tracking; future phases are intended to include access management request and a more detailed application program change log. Formal procedures and guidelines are being developed in support of the consolidation of change management methods and are being expanded to include testing and quality assurance procedures, including emergency procedures when an event or situation is discovered that negatively impacts operations. Version control tools now available from the State Data Center (SDC) are being evaluated and will be included in the change control process where the use of those tools will improve process tracking and effectiveness. The department recognizes the need to develop training for program area staff on what needs to be included in a request for change and what the requestors responsibilities are. Accordingly, the department's IT staff is working with the business community stakeholders to develop appropriate materials.

Corrective action has been taken to restrict programmer access to production and source code libraries. UI Management reviewed and restricted programmer access to production and source code libraries to the minimum required for support needs. The department is looking for monitoring software to further reduce the risk of delinquent library updates.

Contact Person: Leslie Cummings, Information Security Program Manager (Leslie.Cummings@state.or.us)

Secretary of State Recommendation 3: Ensure all necessary OBIS files have been backed up and are available for restoration, and work with the State Data Center to develop detailed procedures that fully define how the system should be recovered in the event of a disaster or significant disruption. Once established, those procedures should be periodically tested and adjusted as necessary to ensure timely recovery will occur.

Status of Agency Corrective Actions: We agree with findings as OBIS testing and recovery has not been fully completed since system consolidation at the SDC. The department has a reasonable level of confidence that OBIS can be fully recovered from a disaster based on a 2011 independent review and testing of business continuity and disaster recovery. In addition, the department successfully tested partial recovery of mainframe systems in 2011 at the SDC. While this review was in progress, the department had to recover mainframe production data due to an infrastructure failure at SDC. Data recovery was completed per business continuity and disaster recovery plans in the time required to provide management a reasonable level of confidence that full mainframe recovery can be performed when required. To reduce OBIS recovery risks further, the department participated in an SDC full mainframe recovery test in January 2013 and continues to work with SDC in the update of recovery plans concerning system infrastructure.

Contact Person: Leslie Cummings, Information Security Program Manager (Leslie.Cummings@state.or.us)

Secretary of State Recommendation 4: Resolve the security weaknesses we identified in our confidential management letter and work with the State Data Center to ensure the department's security expectations are clearly established and fulfilled.

Status of Agency Corrective Actions: We agree with audit findings concerning the need for improving security measures and controls. We worked closely with the SOS auditors throughout the course of their audit to review and correct issues as they were identified and continue to address identified risks.

Contact Person: Leslie Cummings, Information Security Program Manager (Leslie.Cummings@state.or.us)

CONTACT PERSON: Bob McQuillan, OED Chief Audit Executive, Robert.W.Mcquillan@state.or.us, 503-947-1733

ATTACHMENT A

Executive Summary

HB3291(2011) Relating to Audits of State Agencies
Executive Summary of Implementation for Recommendations within the
Computer Controls for the Oregon Benefit Information System audit

The Oregon Employment Department respectfully submits the following HB3291 report. Agencies audited by the Secretary of State under ORS 297.070 are required to report on implementation of audit recommendations within six months of audit issuance.

Background:

Per HB 3291 the Employment Department is submitting implementation of audit recommendations related to the Secretary of State Audits Division audit titled Computer Controls for the Oregon Benefit Information System. The report was issued in August 2012. The report included recommendations specifically to the Employment Department: a full copy of the issued audit report is available on the Secretary of State's website: http://www.sos.state.or.us/audits/pages/state_audits/full/2012/2012-25.pdf (Report No. 2012-25).

Summary of Recommendations & Progress to Date:

All information contained in the report was received from the agency personnel. It is important to note that in most instances the corrective action taken has not been re-examined by auditors. The corrective action taken should identify the most recent actions taken to implement findings as issued in the report. This document represents the executive summary as required by HB 3105 (2011).

Recommendation 1 - Department Management take steps to better ensure accurate payment of Unemployment Insurance claims.

Progress to Date – System changes were made to prevent payments in excess of a claimants weekly benefit amount and automatic stops were put in place to prevent the system from making duplicate benefit payments.

Recommendation 2 - Department Management develop and implement change management controls.

Progress to Date – Programmer access to production and source code libraries has been restricted and policy and procedure updated to provide improved control. The Departments Service Request System is being expanded to improve change control.

Recommendation 3 - Department Management ensure all necessary OBIS files have been backed up and are available for restoration, and work with the State Data Center (SDC) to develop detailed procedures that fully define how the system should be recovered in the event of a disaster or significant disruption.

Progress to Date – The Department is working with the SDC to update OBIS data recovery plans. An SDC infrastructure failure occurred while this audit was in progress and data recovery was successfully performed within hours and providing agency management with a reasonable level of confidence that our efforts to date are providing the necessary levels of control.

Recommendation 4 - Department Management resolve the security weaknesses we identified in our confidential management letter and work with the State Data Center to ensure the departments security expectations are clearly established and fulfilled.

Progress to Date – We agree with the auditor’s findings and the Department immediately began addressing noted risks during the audit process and continued working with the audit team throughout the duration of the audit to review and correct issues as they were identified.

Additional Information:

A more detailed description of recommendations and corrective actions implemented to date is included in the full report submitted to the Legislative Administrator. If you have questions about our implementation actions please use the agency contact as listed in the full report.



Oregon

John A. Kitzhaber, MD, Governor

Department of Administrative Services

Human Resource Services Division

155 Cottage Street NE, U30

Salem, OR 97301

FAX: (503) 373-7684

May17, 2012

Via Email Only

Laurie Warner, Director
Oregon Employment Department
875 Union Street N.E.
Salem, OR 97311

Re: 2012 Agency Ratio – HB 4131

Dear Director Warner:

On May 16, 2012, we received a memorandum from Maggie Wollaston, Interim Manager for the Classification and Compensation section of the Department of Administrative Services, approving the reclassification of ten supervisory positions. This reclassification enables the Oregon Employment Department to attain a plus one ratio from 9 to 1 to 10 to 1 non-supervisory to supervisory budgeted positions.

This letter serves as your notification for the reporting period of April 11, 2012 through October 31, 2012, Oregon Employment Department is no longer subject to the application process for exceptions to hire budgeted supervisory positions so long as it maintains the 10 to 1 ratio. On November 1, 2012, the agency's baseline ratio will reset and it will again be subject to the supervisory hiring restrictions.

If you have any questions, please do not hesitate to contact me, Twyla Lawson at 503-373-7677 or Susan Hoeye at 503-378-8301.

Sincerely,

Donna Sandoval Bennett
Chief Human Resource Officer

c: Louise Melton-Breen, OED HR Mgr.
HRSD Exception Staff
Donna Lantz, PPDB Mgr.
Maggie Wollaston, CnC Mgr.

ALL NEW HIRES FOR 2011-2013 AS OF 2/5/13

APPT PA	APPT DATE	RDC	EIN	POSNO	APPT TYPE	RNG	REPR	CLASS	CLASS DESC	BASE RATE	FP CDE	STEP	SED
141	10/20/2011	200	OR0202748	1181080	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/20/2011	200	OR0202749	1181082	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/24/2011	200	OR0194878	1181078	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/24/2011	085	OR0202659	1110212	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/24/2011	085	OR0123579	1110214	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	11/4/2011	200	OR0202975	1181035	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/4/2011	700	OR0202882	1181044	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/4/2011	200	OR0202712	1181033	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/4/2011	700	OR0202874	1181037	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/4/2011	700	OR0202879	1181049	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/4/2011	700	OR0202878	1181038	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/4/2011	200	OR0202974	1181034	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/21/2011	200	OR0203093	1181051	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/21/2011	200	OR0203094	1181036	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	11/28/2011	720	OR0203128	0001148	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
141	12/5/2011	300	OR0203317	1181070	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	01/01/13
141	12/5/2011	300	OR0203287	1181073	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	01/01/13
141	12/5/2011	300	OR0203286	1181071	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	01/01/13
141	12/5/2011	300	OR0203299	1181068	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	01/01/13
141	12/5/2011	300	OR0203341	1181072	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	01/01/13
141	1/17/2012	724	OR0203555	0000480	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	1/23/2012	300	OR0203632	1181025	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	1/23/2012	300	OR0203633	1181063	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	1/23/2012	300	OR0203631	1181062	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	1/23/2012	300	OR0203630	1181026	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	1/23/2012	300	OR0203629	1181061	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	1/25/2012	180	OR0197413	1110801	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	1/30/2012	310	OR0203677	1110503	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	2/1/2012	180	OR0195727	1110802	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	02/01/13
141	2/3/2012	700	OR0203678	1181040	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	2/3/2012	700	OR0203657	1181088	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	2/3/2012	700	OR0203680	1181048	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	2/15/2012	200	OR0203742	0980115	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	2/16/2012	200	OR0203741	0980116	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	2/21/2012	200	OR0203752	0980113	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	2/24/2012	200	OR0203774	0001922	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	2/29/2012	200	OR0203803	0000431	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	3/1/2012	310	OR0203816	1110810	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	03/01/13
141	3/5/2012	310	OR0203827	1110503	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	04/01/13
141	3/7/2012	210	OR0203802	1110812	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	04/01/13
141	3/12/2012	280	OR0203884	1110817	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	04/01/13
141	4/2/2012	820	OR0203948	0005338	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	P	01	05/01/13
141	4/27/2012	280	OR0196185	1110817	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	05/01/13

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APPT PA	APPT DATE	RDC	EIN	POSNO	APPT TYPE	RNG	REPR	CLASS	CLASS DESC	BASE RATE	FP CDE	STEP	SED
141	5/1/2012	724	OR0204064	0003034	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	05/01/13
141	5/14/2012	250	OR0203735	1110804	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	P	01	06/01/13
141	5/31/2012	610	OR0197136	0000191	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	06/01/13
141	6/4/2012	724	OR0204455	0000480	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/7/2012	287	OR0192497	0000492	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/18/2012	410	OR0204710	0001327	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/25/2012	210	OR0025717	0000445	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/25/2012	210	OR0204960	0000583	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/27/2012	410	OR0199337	1110505	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/27/2012	724	OR0205010	1100016	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/28/2012	720	OR0203983	1100013	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	6/29/2012	610	OR0204227	1100030	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	P	01	07/01/13
141	7/1/2012	280	OR0084070	1100006	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	7/1/2012	280	OR0194978	1100005	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	07/01/13
141	7/9/2012	310	OR0204620	1110806	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/9/2012	102	OR0197001	1100001	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/12/2012	310	OR0203994	1110809	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/16/2012	720	OR0205263	0002224	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/16/2012	710	OR0205327	0005102	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/16/2012	102	OR0143328	1100002	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/18/2012	300	OR0205341	1181065	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/18/2012	300	OR0205338	1181071	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/18/2012	300	OR0205340	1181066	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/18/2012	300	OR0205337	1181067	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/18/2012	300	OR0205342	1181064	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/19/2012	300	OR0205336	1181069	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/23/2012	300	OR0205335	0904035	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/23/2012	210	OR0204139	0004230	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/31/2012	180	OR0203925	1100010	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/31/2012	180	OR0110092	1100009	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	7/31/2012	180	OR0203457	0001349	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	08/01/13
141	8/6/2012	710	OR0205580	1100012	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	P	01	09/01/13
141	8/7/2012	320	OR0202931	1100029	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	8/14/2012	287	OR0205751	1110507	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	8/24/2012	700	OR0205739	1181049	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	8/24/2012	700	OR0205798	1181039	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	8/24/2012	700	OR0205737	1181037	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	8/24/2012	700	OR0148504	1181047	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	8/24/2012	700	OR0205738	1181046	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	8/27/2012	724	OR0204332	0000515	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	09/01/13
141	9/4/2012	310	OR0205582	1110205	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	10/01/13
141	9/5/2012	200	OR0205961	1181078	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	10/01/13
141	9/5/2012	200	OR0149084	1181076	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	10/01/13

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APPT PA	APPT DATE	RDC	EIN	POSNO	APPT TYPE	RNG	REPR	CLASS	CLASS DESC	BASE RATE	FP CDE	STEP	SED
171	10/9/2012	023	OR0097491	0000671	P	21	MMN	X1215	ACCOUNTANT 1	3227	F	02	04/08/13
142	6/4/2012	025	OR0041890	0000874	P	23	OA	C1216	ACCOUNTANT 2	4562	F	09	09/01/12
175	1/16/2013	025	OR0098163	0003440	P	27	OA	C1217	ACCOUNTANT 3	4977	F	00	01/01/13
175	8/1/2011	025	OR0000269	1104002	P	30	MMN	X1218	ACCOUNTANT 4	5957	F	06	08/01/12
141	11/14/2011	025	OR0202968	0000235	P	17	OA	C0211	ACCOUNTING TECHNICIAN 2	2473	F	02	12/01/12
171	9/17/2012	023	OR0196068	0000160	P	17	OA	C0211	ACCOUNTING TECHNICIAN 2	2510	F	02	04/01/13
141	6/25/2012	050	OR0204857	1157011	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0204853	1157012	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0204851	1157013	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0142794	1181060	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0204842	1157014	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0180123	1157015	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0204850	1157016	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0204848	1157017	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0186577	1157018	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	6/25/2012	050	OR0204849	1181059	L	30	OA	C1510	ADMINISTRATIVE LAW JUDGE 1	4562	F	02	07/01/13
141	7/9/2012	080	OR0172096	0791183	P	17	OA	C0107	ADMINISTRATIVE SPECIALIST 1	2510	F	02	08/01/13
171	10/1/2012	024	OR0174748	0002302	P	19	OA	C0108	ADMINISTRATIVE SPECIALIST 2	2624	F	01	04/01/13
141	12/1/2011	025	OR0076236	1181005	L	19	OA	C0108	ADMINISTRATIVE SPECIALIST 2	2735	F	02	12/01/12
141	5/29/2012	024	OR0204300	0002302	P	19	OA	C0108	ADMINISTRATIVE SPECIALIST 2	2989	F	04	06/01/13
141	8/16/2011	287	OR0065191	0001359	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	09/01/12
141	8/25/2011	040	OR0197976	1181091	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	09/01/12
141	9/12/2011	724	OR0202144	0003034	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/19/2011	920	OR0202259	0001037	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/26/2011	700	OR0202372	1181046	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/26/2011	700	OR0202365	1181039	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/26/2011	700	OR0202370	1181045	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/26/2011	700	OR0202373	1181047	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/26/2011	700	OR0202364	1181043	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/26/2011	700	OR0078720	1181041	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	9/26/2011	700	OR0202371	0000483	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
141	10/5/2011	300	OR0202555	1181064	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/5/2011	300	OR0028974	1181063	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/5/2011	300	OR0198889	1181066	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/5/2011	300	OR0202558	1181069	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/6/2011	085	OR0202578	1110209	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/6/2011	085	OR0202580	1110210	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/6/2011	085	OR0202581	1110213	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/10/2011	150	OR0202470	0005054	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/10/2011	720	OR0202473	0001355	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/20/2011	200	OR0202747	1181076	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/20/2011	200	OR0154171	1181079	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
141	10/20/2011	200	OR0202750	1181081	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12

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141	9/5/2012	200	OR0205968	1181034	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	10/01/13
141	9/5/2012	200	OR0205967	1181050	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	10/01/13
141	9/5/2012	200	OR0205963	1181074	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	10/01/13
141	9/28/2012	180	OR0203343	1110802	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	10/01/13
141	10/3/2012	310	OR0204435	0001787	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	11/01/13
141	10/22/2012	287	OR0205871	1110506	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	11/01/13
141	10/22/2012	287	OR0206178	0003036	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	11/01/13
141	10/24/2012	280	OR0204070	1110819	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	11/01/13
141	11/28/2012	111	OR0204364	0000632	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	12/01/13
141	12/18/2012	320	OR0161751	0005450	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	01/01/14
141	12/19/2012	720	OR0207148	0002224	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	01/01/14
141	12/19/2012	720	OR0207147	0003156	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	J	01	01/01/14
141	1/1/2013	614	OR0205343	0001391	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2662	P	01	01/01/14
141	1/7/2013	724	OR0205123	1100015	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2662	F	01	02/01/14
142	7/1/2011	420	OR0190718	1110501	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/11
142	10/5/2011	300	OR0202366	1181065	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	11/01/12
142	10/20/2011	200	OR0193291	1181077	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	02/01/12
147	9/12/2011	920	OR0193387	0004333	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/11
147	8/1/2012	210	OR0194985	1100023	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2624	F	01	12/01/12
151	9/26/2011	700	OR0202362	0003355	S	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	10/01/12
151	11/4/2011	700	OR0202873	0003106	S	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	12/01/12
151	11/4/2011	700	OR0192073	0004277	S	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	08/01/12
171	10/20/2011	200	OR0170415	1181083	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2585	F	01	05/01/12
141	9/6/2011	210	OR0189035	1110815	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2695	F	02	10/01/12
141	6/26/2012	150	OR0204443	1100019	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	P	02	07/01/13
141	6/29/2012	910	OR0204829	0001300	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	07/01/13
141	7/2/2012	510	OR0203718	1100011	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	08/01/13
141	7/10/2012	170	OR0205188	1100020	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	08/01/13
141	7/23/2012	170	OR0201597	0000170	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	08/01/13
141	7/26/2012	250	OR0205397	1100025	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	P	02	08/01/13
141	7/30/2012	210	OR0205490	1110820	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	08/01/13
141	8/1/2012	150	OR0205675	1100017	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	P	02	08/01/13
141	8/6/2012	210	OR0205573	1110502	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	09/01/13
141	9/4/2012	210	OR0205913	1110815	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	10/01/13
141	10/1/2012	811	OR0195388	0001253	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	10/01/13
141	11/19/2012	270	OR0206885	1100026	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	P	02	12/01/13
141	11/19/2012	270	OR0203984	1110805	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	2735	F	02	12/01/13
141	3/5/2012	170	OR0203800	1110813	L	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	3284	P	06	04/01/13
173	5/7/2012	170	OR0203873	0004519	P	19	OA	C6698	BUSINESS & EMPLOYMENT SPEC 1	3284	P	06	04/01/13
142	7/11/2011	280	OR0192859	0004312	P	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	07/01/12
142	7/11/2011	287	OR0187467	1110506	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	11/01/11
142	9/1/2011	300	OR0193641	1181062	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	06/01/12
142	9/1/2011	300	OR0193649	1181061	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	06/01/12

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142	9/6/2011	200	OR0165301	1181084	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	10/01/11
142	9/7/2011	200	OR0193413	1181085	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	05/01/12
142	9/19/2011	200	OR0193921	1181074	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	06/01/12
142	9/26/2011	700	OR0188584	1181042	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	10/01/12
142	9/26/2011	200	OR0196456	0004272	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	10/01/11
142	10/5/2011	300	OR0193644	1181068	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	07/01/12
142	10/7/2011	300	OR0190279	1181067	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	08/01/12
142	12/1/2011	280	OR0153513	0002303	P	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2858	F	01	08/01/12
142	6/4/2012	040	OR0194283	1181089	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2858	F	01	02/01/13
142	6/22/2012	724	OR0189165	1100015	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2858	F	01	07/01/13
142	9/5/2012	200	OR0193918	1181033	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2858	F	01	05/01/13
147	7/25/2011	150	OR0194611	0001622	P	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	04/01/12
151	7/18/2011	200	OR0194799	0001884	S	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	04/01/12
151	7/27/2011	300	OR0193304	0950542	S	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	04/01/12
151	7/27/2011	300	OR0193307	0005035	S	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	04/01/12
151	7/27/2011	300	OR0193308	0005355	S	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	04/01/12
151	7/27/2011	200	OR0193282	0002426	S	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	04/01/12
151	9/12/2011	200	OR0194051	0003517	S	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2816	F	01	06/01/12
142	8/29/2011	210	OR0192532	1110814	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2945	F	02	05/01/12
142	10/6/2011	085	OR0191625	1110211	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2945	F	02	10/01/12
172	10/17/2011	700	OR0187275	0001307	P	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	2945	F	02	07/01/12
142	11/14/2011	200	OR0156455	1181086	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	3086	F	03	10/09/12
171	8/30/2011	910	OR0098681	0002678	P	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	3086	F	03	03/01/12
142	11/21/2011	200	OR0192187	1181052	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	3235	F	04	03/01/12
141	8/6/2012	170	OR0101317	1110213	L	21	OA	C6699	BUSINESS & EMPLOYMENT SPEC 2	3783	F	07	09/01/13
147	5/31/2012	080	OR0178809	0003907	P	21	OA	C5246	COMPLIANCE SPECIALIST 1	2858	F	01	12/01/12
141	11/1/2011	030	OR0202843	0000324	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3383	F	01	11/01/12
141	11/1/2011	030	OR0202848	1104018	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3383	F	01	11/01/12
141	2/15/2012	030	OR0203697	0000312	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3434	F	01	03/01/13
141	8/6/2012	030	OR0126952	0000934	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3434	F	01	09/01/13
141	9/4/2012	030	OR0205876	0000326	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3434	F	01	10/01/13
142	7/1/2011	030	OR0197188	1104017	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3383	F	01	08/01/11
142	8/29/2011	080	OR0194284	0200056	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3383	P	01	03/01/12
171	5/1/2012	030	OR0182868	0000298	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3434	F	01	11/01/12
141	11/1/2011	030	OR0202846	0000285	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3547	F	02	11/01/12
141	2/22/2012	080	OR0203654	0200061	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3600	F	02	09/01/12
142	7/1/2011	030	OR0197000	1104016	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	3547	F	02	07/01/12
172	9/25/2012	030	OR0090779	0000296	P	25	OA	C5247	COMPLIANCE SPECIALIST 2	5025	F	09	03/01/11
141	7/1/2012	030	OR0205113	0003798	P	29	OA	C5248	COMPLIANCE SPECIALIST 3	4150	F	01	07/01/13
141	6/1/2012	030	OR0069375	1110821	L	29	OA	C5248	COMPLIANCE SPECIALIST 3	5265	P	06	06/01/13
141	9/4/2012	030	OR0196309	0002753	P	11	OA	C0501	DATA ENTRY OPERATOR	1945	F	01	10/01/13
142	8/27/2012	030	OR0202743	0000349	P	11	OA	C0501	DATA ENTRY OPERATOR	1945	F	01	07/01/13
148	10/14/2011	015	OR0127289	0000329	L	29	OA	C1543	EAB LEGAL STAFF	5187	F	06	02/01/12

ALL NEW HIRES FOR 2011-2013 AS OF 2/5/13

APPT PA	APPT DATE	RDC	EIN	POSNO	APPT TYPE	RNG	REPR	CLASS	CLASS DESC	BASE RATE	FP CDE	STEP	SED
141	9/19/2011	024	OR0189916	0000400	P	23	OA	C1161	ECONOMIST 1	3086	F	01	10/01/12
141	11/22/2011	200	OR0203095	1181022	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3086	F	01	06/01/12
141	2/16/2012	200	OR0203731	1181023	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3132	F	01	03/01/13
141	7/24/2012	200	OR0205398	1181024	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3132	F	01	08/01/13
142	11/22/2011	200	OR0193799	1181017	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3086	F	01	01/01/12
141	11/22/2011	200	OR0203066	1181016	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3235	F	02	12/01/12
141	11/22/2011	200	OR0203064	1181015	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3235	F	02	12/01/12
141	11/30/2011	200	OR0174384	1181018	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3235	F	02	12/01/12
141	7/26/2012	200	OR0143482	1181022	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3284	F	02	08/01/13
141	7/26/2012	200	OR0205450	1181020	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3284	F	02	08/01/13
141	7/26/2012	200	OR0205426	1181018	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3284	F	02	08/01/13
141	8/13/2012	200	OR0205690	1181017	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3284	F	02	09/01/13
142	8/15/2011	200	OR0079387	0904043	P	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3235	F	02	10/01/11
173	7/26/2012	200	OR0041614	1181019	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	3962	F	06	02/01/13
147	10/27/2011	200	OR0000409	1181014	L	23	OA	C6693	EMPLOYMENT ADJUDICATOR	4089	F	07	07/01/12
147	7/27/2011	011	OR0198881	0001104	L	19	MMN	X0119	EXECUTIVE SUPPORT SPECIALIST 2	2882	F	00	07/27/12
175	8/20/2012	023	OR0003915	0003436	P	26	MMN	X1321	HUMAN RESOURCE ANALYST 2	4740	F	05	01/18/13
141	11/8/2012	080	OR0206767	0200033	L	28	OA	C1485	INFO SYSTEMS SPECIALIST 5	4006	F	01	12/01/13
171	10/15/2012	071	OR0183982	0002905	P	28	OA	C1485	INFO SYSTEMS SPECIALIST 5	4197	F	02	05/01/13
141	12/8/2011	071	OR0203375	0000103	L	29	OA	C1486	INFO SYSTEMS SPECIALIST 6	4486	F	02	01/01/13
141	7/19/2012	071	OR0205354	0003230	L	29	OA	C1486	INFO SYSTEMS SPECIALIST 6	4486	F	02	08/01/13
148	7/16/2012	071	OR0065422	0000229	L	29	OA	C1486	INFO SYSTEMS SPECIALIST 6	4486	F	02	07/16/13
173	12/5/2011	071	OR0167434	1181096	L	29	OA	C1486	INFO SYSTEMS SPECIALIST 6	4919	F	04	10/01/12
141	2/6/2012	071	OR0203692	1110607	L	29	OA	C1486	INFO SYSTEMS SPECIALIST 6	5393	F	06	03/01/13
172	1/8/2013	071	OR0004221	0002365	P	31	OA	C1487	INFO SYSTEMS SPECIALIST 7	6486	F	00	11/01/12
141	12/30/2011	071	OR0203454	0002015	L	31	OA	C1487	INFO SYSTEMS SPECIALIST 7	4968	F	02	01/01/13
171	9/12/2011	071	OR0132368	1110701	P	31	OA	C1487	INFO SYSTEMS SPECIALIST 7	6160	F	07	04/01/12
175	9/14/2011	071	OR0066755	1110604	L	31	OA	C1487	INFO SYSTEMS SPECIALIST 7	6752	F	09	06/01/11
141	7/25/2012	071	OR0205583	1110602	L	33	OA	C1488	INFO SYSTEMS SPECIALIST 8	5413	F	02	08/01/13
141	4/17/2012	071	OR0204078	1110601	L	33	OA	C1488	INFO SYSTEMS SPECIALIST 8	5937	F	04	05/01/13
141	8/27/2012	071	OR0205957	1110602	L	33	OA	C1488	INFO SYSTEMS SPECIALIST 8	6816	F	07	09/01/13
175	8/13/2012	071	OR0022632	0003006	P	33	OA	C1488	INFO SYSTEMS SPECIALIST 8	7474	F	09	03/24/11
141	8/15/2011	011	OR0201679	1181001	L	24	MMN	X5616	INTERNAL AUDITOR 1	3672	F	02	08/15/12
147	9/12/2011	040	OR0195073	1110302	L	25	OA	C5233	INVESTIGATOR 3	3383	F	01	07/01/12
175	7/12/2012	040	OR0148916	1110302	L	25	OA	C5233	INVESTIGATOR 3	4350	F	06	01/11/13
141	1/14/2013	310	OR0207601	0000222	L	15	OA	C0801	OFFICE COORDINATOR	2280	F	01	02/01/14
141	9/4/2012	210	OR0003845	0000073	P	15	OA	C0801	OFFICE COORDINATOR	2318	F	02	10/01/13
141	10/10/2011	040	OR0197852	1181029	L	12	OA	C0103	OFFICE SPECIALIST 1	1979	F	00	11/01/12
141	11/16/2011	210	OR0203076	0005319	L	12	OA	C0103	OFFICE SPECIALIST 1	1979	F	00	12/01/12
141	9/1/2011	040	OR0199289	1181028	L	12	OA	C0103	OFFICE SPECIALIST 1	1979	F	01	09/01/12
141	9/7/2011	700	OR0202011	1181027	L	12	OA	C0103	OFFICE SPECIALIST 1	1979	F	01	10/01/12
141	10/24/2011	080	OR0202755	0000007	L	12	OA	C0103	OFFICE SPECIALIST 1	1979	F	01	11/01/12
141	11/21/2011	040	OR0203126	0001303	P	12	OA	C0103	OFFICE SPECIALIST 1	1979	F	01	11/01/12

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APPT PA	APPT DATE	RDC	EIN	POSNO	APPT TYPE	RNG	REPR	CLASS	CLASS DESC	BASE RATE	FP CDE	STEP	SED
141	12/12/2011	180	OR0200274	0000088	P	12	OA	C0103	OFFICE SPECIALIST 1	2009	F	01	01/01/13
141	1/24/2012	050	OR0170610	0003426	P	12	AW	C0103	OFFICE SPECIALIST 1	2009	P	01	02/01/13
141	4/6/2012	700	OR0203947	1181027	L	12	OA	C0103	OFFICE SPECIALIST 1	2009	F	01	05/01/13
141	4/9/2012	040	OR0204113	1181030	L	12	OA	C0103	OFFICE SPECIALIST 1	2009	F	01	05/01/13
141	11/14/2012	040	OR0205409	1181028	L	12	OA	C0103	OFFICE SPECIALIST 1	2009	F	01	12/01/13
141	12/17/2012	040	OR0207208	0000212	L	12	OA	C0103	OFFICE SPECIALIST 1	2009	F	01	01/01/14
141	1/7/2013	040	OR0207582	0000022	L	12	OA	C0103	OFFICE SPECIALIST 1	2038	F	01	02/01/14
141	8/8/2011	080	OR0201578	2000005	P	12	OA	C0103	OFFICE SPECIALIST 1	2052	F	02	09/01/12
141	11/28/2011	080	OR0202997	0000007	L	12	OA	C0103	OFFICE SPECIALIST 1	2052	F	02	12/01/12
141	3/20/2012	080	OR0203861	2000005	P	12	OA	C0103	OFFICE SPECIALIST 1	2083	F	02	04/01/13
141	6/1/2012	030	OR0192389	0000066	P	12	OA	C0103	OFFICE SPECIALIST 1	2083	F	02	06/01/13
141	7/1/2012	080	OR0205013	0003954	P	12	OA	C0103	OFFICE SPECIALIST 1	2083	F	02	07/01/13
141	9/12/2011	040	OR0199362	0001030	L	12	OA	C0103	OFFICE SPECIALIST 1	2214	F	04	10/01/12
172	12/24/2012	040	OR0154099	0001111	P	12	OA	C0103	OFFICE SPECIALIST 1	2416	F	06	03/01/13
173	10/19/2011	050	OR0197456	1110906	L	15	OA	C0104	OFFICE SPECIALIST 2	2498	F	00	11/01/12
141	9/6/2011	040	OR0198351	1181031	L	15	OA	C0104	OFFICE SPECIALIST 2	2214	F	01	10/01/12
141	5/14/2012	040	OR0204369	0001268	P	15	OA	C0104	OFFICE SPECIALIST 2	2247	F	01	06/01/13
141	8/20/2012	040	OR0077158	0980102	P	15	OA	C0104	OFFICE SPECIALIST 2	2247	F	01	09/01/13
141	9/10/2012	080	OR0206009	0003792	L	15	OA	C0104	OFFICE SPECIALIST 2	2247	F	01	10/01/13
141	10/10/2011	050	OR0202730	1181006	L	15	OA	C0104	OFFICE SPECIALIST 2	2284	F	02	11/01/12
141	10/10/2011	050	OR0202688	1181089	L	15	OA	C0104	OFFICE SPECIALIST 2	2284	F	02	11/01/12
141	10/24/2011	050	OR0202743	1181006	L	15	OA	C0104	OFFICE SPECIALIST 2	2284	F	02	10/23/12
141	10/25/2011	050	OR0202754	1181006	L	15	OA	C0104	OFFICE SPECIALIST 2	2284	F	02	11/01/12
141	12/12/2011	040	OR0203334	1181032	L	15	OA	C0104	OFFICE SPECIALIST 2	2318	F	02	01/01/13
141	10/15/2012	050	OR0204445	1110906	L	15	OA	C0104	OFFICE SPECIALIST 2	2318	F	02	11/01/13
142	8/8/2011	050	OR0000179	0003402	L	15	OA	C0104	OFFICE SPECIALIST 2	2284	F	02	04/01/12
141	10/1/2012	080	OR0206297	0004452	L	15	OA	C0104	OFFICE SPECIALIST 2	2416	F	03	10/01/13
142	11/4/2011	050	OR0199594	1181060	L	23	OA	C0870	OPERATIONS & POLICY ANALYST 1	3086	F	01	03/01/12
141	11/7/2011	080	OR0202932	0200033	P	27	OA	C0871	OPERATIONS & POLICY ANALYST 2	3727	F	01	12/01/12
142	9/25/2012	040	OR0173905	0002507	P	27	OA	C0871	OPERATIONS & POLICY ANALYST 2	4250	F	03	09/01/13
171	10/17/2011	026	OR0024674	0003628	P	30	MMS	X0872	OPERATIONS & POLICY ANALYST 3	4670	F	01	04/17/12
141	8/30/2012	080	OR0202487	1141651	L	30	OA	C0872	OPERATIONS & POLICY ANALYST 3	4787	P	03	09/01/13
141	10/31/2011	085	OR0202829	0003945	P	30	OA	C0872	OPERATIONS & POLICY ANALYST 3	4951	F	04	11/01/12
171	6/11/2012	011	OR0056124	1157022	P	32	MMN	X0873	OPERATIONS & POLICY ANALYST 4	6992	F	07	12/11/12
141	6/28/2012	080	OR0143747	0787004	P	32	OA	C0873	OPERATIONS & POLICY ANALYST 4	6686	F	08	07/01/13
148	1/23/2013	025	OR0122514	0002505	L	32	MMN	X0873	OPERATIONS & POLICY ANALYST 4	7438	F	08	01/23/14
141	10/12/2011	720	OR0202591	0001316	P	26X	MMS	X7002	PRINCIPAL EXECUTIVE/MANAGER B	4238	F	04	10/11/12
141	1/23/2012	910	OR0203559	0000758	P	28X	MMS	X7004	PRINCIPAL EXECUTIVE/MANAGER C	4740	F	04	01/23/13
141	9/19/2011	080	OR0202348	0787065	P	31X	MMS	X7006	PRINCIPAL EXECUTIVE/MANAGER D	6249	F	07	09/19/12
171	7/16/2012	050	OR0196817	0000126	P	33X	MMS	X7008	PRINCIPAL EXECUTIVE/MANAGER E	6992	F	07	01/16/13
142	3/29/2012	071	OR0189355	0000259	P	33X	MMS	X7008	PRINCIPAL EXECUTIVE/MANAGER E	8906	F	09	12/17/09
141	12/3/2012	102	OR0003968	0000268	P	35X	MMS	X7010	PRINCIPAL EXECUTIVE/MANAGER F	7438	F	06	12/03/13
141	9/5/2012	023	OR0205869	0000085	P	35X	MMS	X7010	PRINCIPAL EXECUTIVE/MANAGER F	8490	F	09	03/05/13

ALL NEW HIRES FOR 2011-2013 AS OF 2/5/13

APPT PA	APPT DATE	RDC	EIN	POSNO	APPT TYPE	RNG	REPR	CLASS	CLASS DESC	BASE RATE	FP CDE	STEP	SED
171	7/18/2012	030	OR0108848	0000835	P	35X	MMS	X7010	PRINCIPAL EXECUTIVE/MANAGER F	8490	F	09	01/18/13
142	10/3/2011	011	OR0014692	0000819	P	40X	MESN	Z7014	PRINCIPAL EXECUTIVE/MANAGER H	10657	F	09	06/01/09
141	2/1/2012	085	OR0203676	0000067	P	27	OA	C0861	PROGRAM ANALYST 2	3783	F	01	02/01/13
175	12/5/2011	025	OR0159011	1181097	L	26	OA	C0854	PROJECT MANAGER 1	4150	F	04	05/01/12
142	6/4/2012	025	OR0202595	0001151	P	12	OA	C0322	PUBLIC SERVICE REP 2	2160	P	03	01/01/13
141	12/5/2011	025	OR0200366	1181003	L	15	OA	C0323	PUBLIC SERVICE REP 3	2318	F	02	01/01/13
141	12/1/2012	024	OR0206156	0003837	P	23	OA	C1116	RESEARCH ANALYST 2	3132	F	01	12/01/13
141	8/8/2012	085	OR0170713	1157022	L	26	OA	C1117	RESEARCH ANALYST 3	4150	F	04	09/01/13
141	9/1/2011	040	OR0199568	0001220	L	17	OA	C5110	REVENUE AGENT 1	2380	F	01	09/01/12
141	9/1/2011	040	OR0199261	1110310	L	17	OA	C5110	REVENUE AGENT 1	2380	F	01	09/01/12
141	9/19/2011	040	OR0094703	1110311	L	17	OA	C5110	REVENUE AGENT 1	2380	F	01	10/01/12
141	9/19/2011	040	OR0091476	1110312	L	17	OA	C5110	REVENUE AGENT 1	2380	F	01	10/01/12
141	10/10/2011	040	OR0199563	1110309	L	17	OA	C5110	REVENUE AGENT 1	2380	F	01	11/01/12
141	7/12/2012	040	OR0205448	1110312	L	17	OA	C5110	REVENUE AGENT 1	2416	F	01	08/01/13
141	7/30/2012	040	OR0205452	1110309	L	17	OA	C5110	REVENUE AGENT 1	2416	F	01	08/01/13
141	8/27/2012	040	OR0205879	0003139	L	17	OA	C5110	REVENUE AGENT 1	2416	F	01	09/01/13
142	7/12/2012	040	OR0195682	1110308	L	17	OA	C5110	REVENUE AGENT 1	2416	F	01	01/01/13
141	5/21/2012	040	OR0139142	0001770	P	17	OA	C5110	REVENUE AGENT 1	2510	F	02	06/01/13

New Hires Above Step 2 for the 2011-2013 biennium as of 2/5/13

Type of Hire	JUSTIFICATION											Grand Total
	DAS exception	market	market/skill set	prior state service	return to class from trial serv removal	skill set	skill set/temp to perm	temp to perm	transfer in - demotion	transfer in - equal	transfer in - promo	
Demotion from another agency									3			3
New Hire	1	4	1			10	1	1				18
PERS Retiree				2								2
Promo Reemployment in 2 yrs				1								1
Promo Transfer from other agency											5	5
Reemployment in 2 yrs				7								7
Transfer in equal from another agency										6		6
Return from trial svc outside agency					2							2
Grand Total hires above step 2	1	4	1	10	2	10	1	1	3	6	5	44
Percent of Total above step 2	2%	9%	2%	23%	5%	23%	2%	2%	7%	14%	11%	100%
Percent of ALL OED Hires	0%	1%	0%	3%	1%	3%	0%	0%	1%	2%	2%	14%

Type of Hire	STEP							Grand Total
	03	04	05	06	07	08	09	
Demotion from another agency		1		2				3
New Hire	2	7		4	3	1	1	18
PERS Retiree				1		1		2
Promo Reemployment in 2 yrs					1			1
Promo Transfer from other agency	1				3		1	5
Reemployment in 2 yrs	3	1					3	7
Transfer in equal from another agency		1	1	2			2	6
Return from trial svc outside agency				1			1	2
Grand Total	6	10	1	10	7	2	8	44
Percent of Total above step 2	14%	23%	2%	23%	16%	5%	18%	100%
Percent of ALL OED Hires	2%	3%	0%	3%	2%	1%	3%	14%

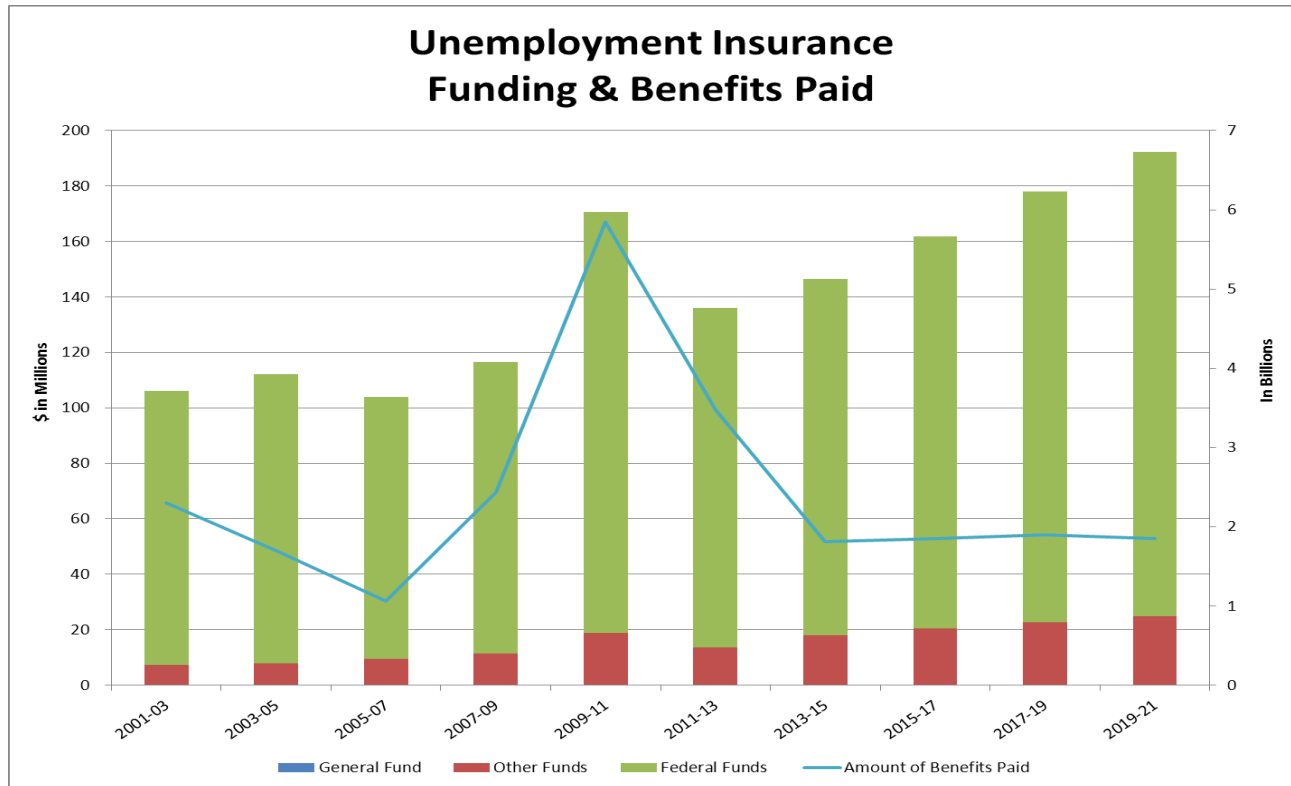
Representation Status	STEP							Grand Total	Total %
	03	04	05	06	07	08	09		
MESN							1	1	2%
MMN			1	1	1	1		4	9%
MMS		2		1	2		3	8	18%
OA	6	8		8	4	1	4	31	70%
Grand Total	6	10	1	10	7	2	8	44	

**Oregon Employment Department
Information Technology (IT) Projects - Amount to Request in 2013-15 Budget**

IT Projects	Purpose	2013-15 Budget Request	Position Request
Office of Administrative Hearings Case Management System	Establish a comprehensive case management system for the Office of Administrative Hearings. The project will consolidate numerous unconnected databases which were inherited when the Office was formed. It will include a scheduling system and method for accepting and filing electronic documents from agencies.	318,000	0
Unemployment Insurance Phone Systems Upgrade or Replacement	The phone system used by Unemployment Insurance staff is the vital link in communicating with the public. The department runs a call center out of three locations. The phones (and associated hardware and software are reaching their end of service (EOS) and end of life (EOL) in regards to service and expected usability. The call manager software which runs on these physical machines is also reaching their EOS and EOL. This project would replace the phone system with an upgraded system to give the department more flexibility in serving the public. For example, the new system would integrated the Unemployment Insurance central office phones with the call centers, allowing for tranferability of calls and allowing central office staff to take calls during high volume periods. The upgrade would include a predictive dialer system which will be used in the collection of benefit overpayments.	2,594,177	0

Oregon Employment Department: Unemployment Insurance Division

Primary Outcome Area: Economy and Jobs
 Secondary Outcome Area: Education
 Program Contact: David Gerstenfeld, (503) 947-1707



Executive Summary

The program pays unemployment insurance (UI) benefits, which is a partial wage replacement, to workers who are unemployed through no fault of their own, and collects payroll taxes to fund those benefits.

Program Description

The UI program is a federal-state partnership. It insures workers against wage loss, employers against the loss of a trained workforce and communities against escalating economic loss. Regular UI benefits, of up to 26 weeks, are paid out of the state UI Trust Fund which is funded by a tax on employers' payroll. The UI program also administers other UI benefits, such as federal extensions, when they are available. Our partners include the United States Department of Labor which oversees state UI programs and the Employment Department's Business & Employment Services Division to help people get reemployed.

Benefit eligibility is determined, and payments are made, on a weekly basis. In 2011, 371,000 workers claimed benefits. They received over \$880 million in state funded benefits and \$1.06 billion federally funded benefits. Workers file claims over the telephone and the internet. A call center, with locations in Portland, Eugene and Bend, handles most of our contact with the public.

The center answered about 1.1 million calls in 2011. Benefits are paid by debit card, direct deposit and physical checks.

We collect payroll withholding taxes that fund the UI Trust Fund. In 2011, the UI program served over 109,000 employers, processed more than 7.3 million individual wage records and collected over \$1.03 billion in payroll taxes. Through a combined payroll reporting system, we process employers' quarterly payroll reports for the UI program as well as for the Department of Revenue and the Department of Consumer and Business Services.

Primary cost drivers are the number of people unemployed, how long they stay unemployed and the number of employers in the state. The level of benefits and number of benefit programs available are another significant factor. We take advantage of alternate service delivery systems, such as our call center, that can automatically schedule call back times when call volume is high. We continue to explore additional opportunities, such as improved electronic communications with the public, to increase public access and decrease administrative costs.

Program Justification and Link to 10-Year Outcome

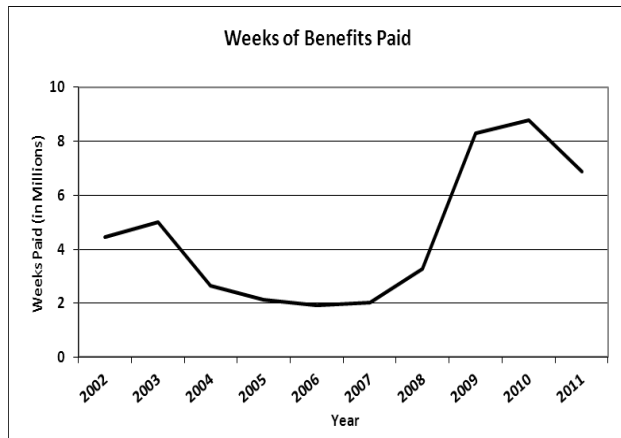
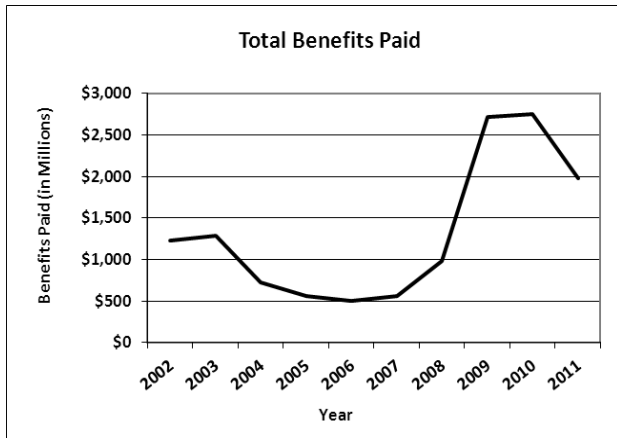
The UI program directly contributes to a diverse and dynamic economy that provides jobs and prosperity for all Oregonians. For those who become unemployed, it provides temporary, partial wage relief while making resources available to help them return to work.

The UI system encourages job retention and creation. Besides regular benefits, the Self Employment Assistance program helps those having trouble finding work become entrepreneurs and start their own businesses. The Work-Share program helps existing employers avoid layoffs, paying partial benefits to employees who get reduced hours but stay employed. In addition, other programs pay UI benefits to workers while they are in training, obtaining skills to help them re-enter the workforce. In 2011, over 18,000 participants benefitted from through these training programs.

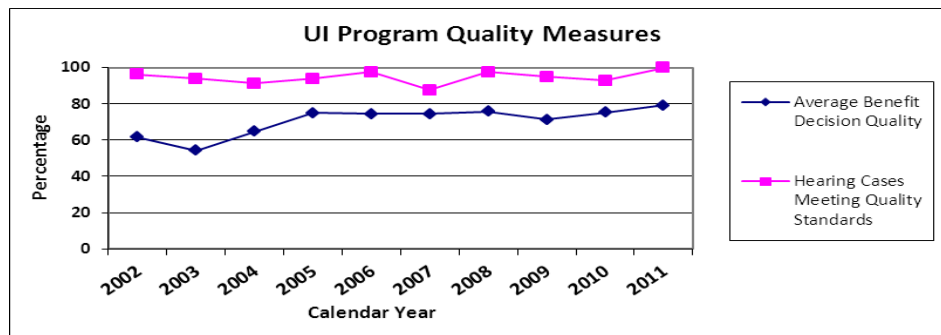
UI benefits help the unemployed remain in their local community. Businesses stay competitive because temporary layoffs do not result in a permanent loss of local, trained workers. Every dollar of UI benefits paid results in two dollars of increased economic activity. That increased economic activity prevents further job losses and community distress. (*The Role of Unemployment Insurance as an Economic Stabilizer during a Recession*, Dr. Wayne Vroman, July 2010 - http://wdr.doleta.gov/research/FullText_Documents/ETAOP2010-10.pdf).

Program Performance

Economic conditions led to the large and rapid increase in the number of people being served and the amount of benefits being paid in recent years. That can be seen by looking at the amount of UI benefits paid out, and the number of weekly benefits payments made.

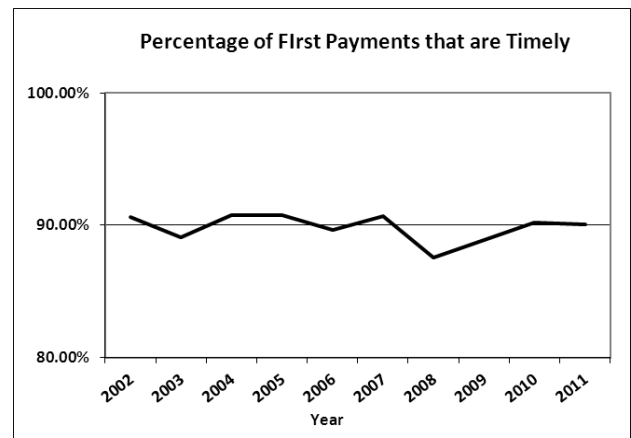
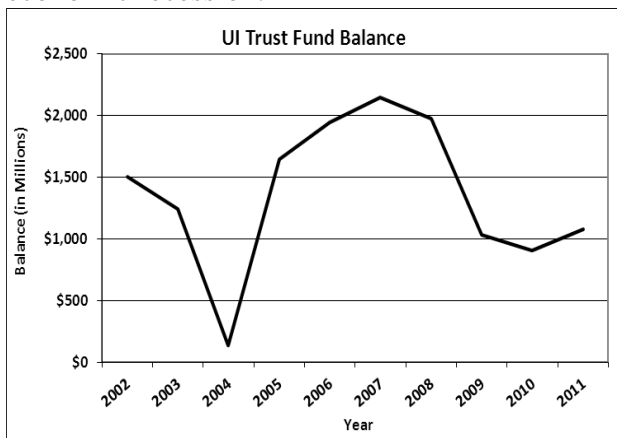


The US Department of Labor requires quality reviews of states' work. One measures the quality of the initial claim decision; another measures the quality of the hearings process. The quality standards are based on a sampling of data by a team of states, lead by DOL staff, that reviews decisions and hearings for accuracy and process standards. DOL national standards are set at 85% for Hearings and 75% for Benefit Decisions.

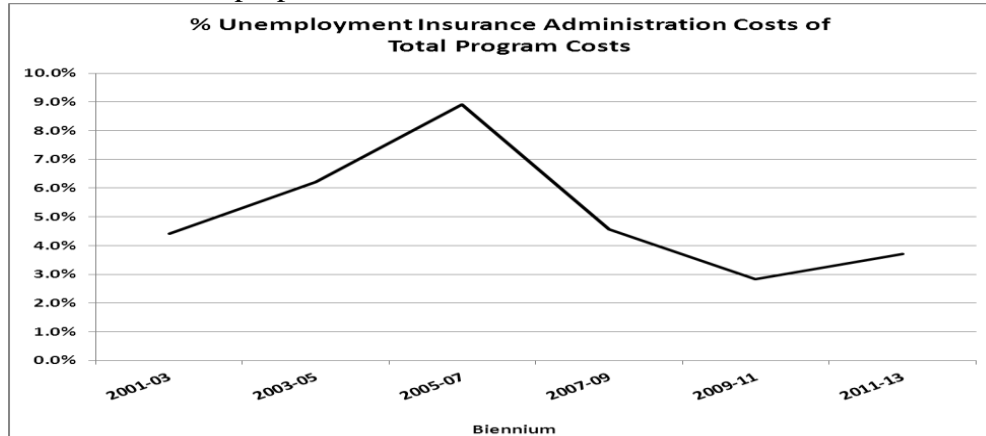


The balance of the UI Trust Fund represents the ability to pay future benefits. It is designed to grow in good economic times and drawdown during bad. This keeps employer taxes from increasing during an economic recession.

A measure of timeliness is how quickly the program gives people their first benefit check after they file their initial claim for benefits. Federal standards require 87% of initial payments be made within 14 days.



The cost to administer the UI program has dropped during the recession relative to the size of the program. We gained efficiencies by changing processes to cope with the significant increases in workload. Many of these gains will be permanent. However, it is expected that part the reduction in the % of administration cost will be lost as the workload decreases and the program's fixed costs return to their normal proportion of total costs.



Enabling Legislation/Program Authorization

This program is not mandated by law, but is authorized under Title III of the Social Security Act, the Federal Unemployment Insurance Tax Act (FUTA) and ORS chapter 657. Because this program exists and meets federal requirements, Oregon employers receive a credit against their FUTA taxes (these credits are total approximately \$920 million per biennium) and Oregon receives a federal administrative grant to pay for most of the administration of the UI program.

Funding Streams

The Division is funded by Federal Funds (90%) and Other Funds (10%) in 2011-13.

Federal funds are received from U.S. Department of Labor and do not carry any match requirements. These funds are dedicated for the programs they represent. The main federal grant is the Unemployment Insurance State Administration grant. Other federal grants received are for administration of the federal extended benefits and re-employment assessment activities. These funds are based on a 3-year historical review of workload, costs and time required per unit. These funds are distributed for a one-year period. They are subject to sequestration.

The main source of Other Funds is the Fraud Control Fund established in ORS 657.400. This fund is supported by interest and penalties on delinquent repayments of UI benefit overpayments and is restricted to be used for costs associated with the prevention, discovery and collection of those overpayments.

Reed Act funds which are distributed to the Oregon Employment Department as Other Funds from the federal Employment Security Administration Account. These are one time distributions but only for expenditures relating to UI and Employment Services administration or unemployment compensation benefits. These funds reside in the Unemployment Compensation Trust Fund.

Significant Proposed Program Changes from 2011-13

The most significant change is the continuing reduction in workload and associated staff from the high points during the economic downturn. The UI Division's workload is directly related to the number of claims being processed and amount of benefits being paid. As the economy slowly recovers and federal UI extension program are phased out, this level of work continues to decrease. Although federal benefit extensions were extended to run through 2013, the Division continues a downward trend in its workload, staffing needs and revenue. We expect this trend to continue. The Division is taking steps to return to its base level of staffing, after several biennia of extraordinary workloads and associated staffing. Federal sequestration will reduce federal revenues to the UI Division. There may be further reductions as a result of federal Continuing Resolutions and other budgetary action.

The budget proposal includes a focus on the integrity of UI benefit payments. This includes enhanced efforts to prevent overpayments and to better identify and collect overpayments if they do occur. These efforts include additional verification of UI claimant eligibility, new systems and processes to make the claim review process more efficient, updating the capability of phone systems and better coordination with OED's Business and Employment Services Division to identify potential benefit eligibility issues.

The Re-employment Eligibility Assessment (REA) pilot program went statewide during the 2011-13 biennium; this budget request funds the program for the full 24 months. It verifies eligibility for Unemployment Insurance (UI) claimants and provides individualized re-employment guidance focusing on getting Unemployment Insurance (UI) claimants back to work. Getting claimants back to work more quickly helps the worker and the hiring employer, and it reduces the cost of the UI system. This program is delivered by Business and Employment Services staff in our field offices.

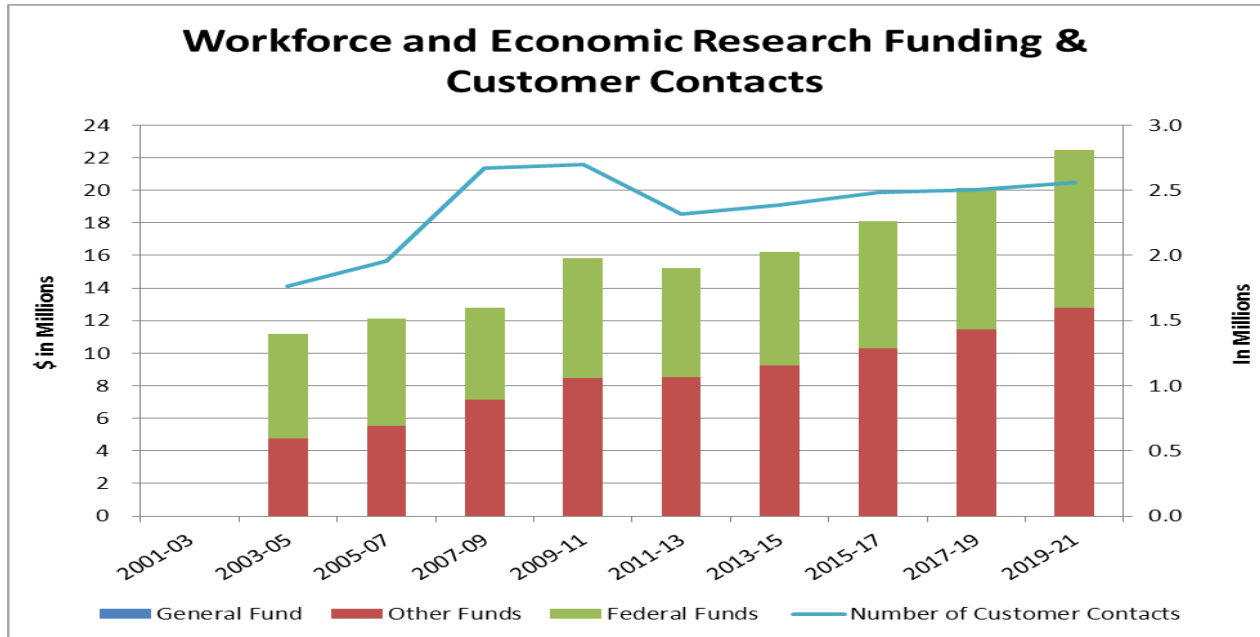
The budget proposal also includes funding so the Department can meet the requirements of ORS 657.673 to disclose wage information to consumer reporting agencies. Temporary resources are also requested to finish the incorporation of business applications and processes into Information Technology infrastructure and permanent resources are requested to focus on ongoing support for the new Information Technology solutions implemented in 2013-15 and previous biennia.

Summary of proposed changes in funding from the 2011-13 program:

- Workload reduction (\$279,196)
- Benefit Payment Integrity \$1,820,141
- Re-employment and Eligibility Assessment (REA) \$4,282,303

Oregon Employment Department: Workforce and Economic Research

Primary Outcome Area: Economy and Jobs
Secondary Outcome Area: Education
Program Contact: Graham Slater, (503) 947-1212



Executive Summary

The Employment Department’s Workforce and Economic Research Division collects, estimates, analyzes, publishes, and distributes much of the economic and workforce information that Oregonians, Oregon businesses, and Oregon policy-makers use in their decision-making. This information helps these varied customers understand current and future economic conditions and workforce trends, and is foundational in understanding whether Oregon is being successful in its goal of having “a diverse and dynamic economy that provides jobs and prosperity for all Oregonians.”

Program Description

The primary purpose of the Employment Department’s Research Division is to provide quality information (i.e. accurate, unbiased, relevant, and timely) so that a variety of core customer groups can make informed decisions. A secondary purpose is to provide the core, foundational data used by many other public and private sector entities in the development of other economic data and analyses. Many well-known national and state economic indicators are based on information developed in state labor market information offices (i.e. our Research Division).

The Division gathers information through surveys and other means, and then analyzes the data to produce information on:

- Employment and unemployment

- Current and projected industry and occupational employment trends
- Wages and benefits offered for occupations
- Availability of skilled workers
- Education, training, and skill needs for current and future jobs.

The Division houses Oregon’s Performance Reporting Information System (PRISM), which allows Oregon leaders and policy-makers to answer important questions about Oregon’s workforce system: “After they were served by the workforce system, did Oregonians find jobs? Did they stay employed? Did their wages change over time?”

The Research Division also produces most of its information for counties and workforce regions throughout Oregon. Roughly one-third of the Division’s staff are located in offices outside of Salem, serving as economic and workforce experts for local businesses, policy-makers, job seekers, and public agencies.

Core customer groups include private sector businesses, elected officials and policy-makers, young people and students, the unemployed and other job seekers, employment and training organizations, education entities, public and private economic development organizations, and the news media.

The Research Division works closely with key workforce, training, and education partners including Oregon’s training organizations (Title 1b), Oregon’s state and local Workforce Investment Boards, the Department of Community Colleges and Workforce Development, the Oregon Business Development Department, the Oregon University System, and individual community colleges.

Some recent examples of the Research Division’s work include:

- Responding to more than 10,000 customer information requests in 2011, with the largest single group being private-sector businesses.
- Giving more than 400 presentations in 2011, to a total audience of almost 14,000. Private sector businesses, education entities, and workforce/training organizations made up significant portions of our audiences.
- Distributing more than 400,000 reports and publications in 2011. Oregon *Careers* was the most widely distributed publication, with more than 200,000 going to high schools, colleges, and other locations across the state. The weekly electronic news report, *Around the State*, reached more than 1,000 individuals and groups per week, while almost 80,000 copies of our state and local *Labor Trends* series were distributed.
- Welcoming more than 800,000 visitors to our www.QualityInfo.org website in 2011, and more than 10,000 to our blog.
- Publishing a report titled *Training Oregonians for the Right Jobs*, describing an *Occupational Prioritization for Training* methodology that helps community colleges and other workforce entities prioritize and target scarce training resources to the most important occupations.
- Producing a special report on Oregon’s income levels (*Why Oregon Trails the Nation: An Analysis of Per Capita Personal Income*), which greatly influenced Oregon policy-makers’ thinking about the gap in income levels between Oregon and the U.S.

- Conducting special surveys to learn more about green jobs, job vacancies, and businesses' future hiring plans.
- Partnering with The Conference Board to incorporate Help Wanted Online data (job openings from Internet job boards) into our website, thereby helping Oregon job seekers, many of them unemployed, become aware of more potential job openings.
- Developing a new presentation, titled *Oregon's Key Workforce Challenges* that has been shared with legislative committees, workforce boards, community college presidents, business leaders, and many others. This presentation is directly influencing strategic planning related to workforce development and training.

One of the main non-staff cost drivers of the Research Division's budget is the publication and distribution of hard copy publications. All publications, articles, and reports are now made available online and the Division is making more and more information available online only, when this still meets the needs of customers, thereby eliminating the costs of non-essential hard copy publication production and distribution.

Program Justification and Link to 10-Year Outcome

The Research Division plays a foundational role in the *Economy and Jobs* component of Oregon's 10-year plan, in two primary ways:

First, the stated outcome for the *Economy and Jobs* focus is that "Oregon has a diverse and dynamic economy that provides jobs and prosperity for all Oregonians." But how do we know the strength of our economy today? How will we know if we're making progress toward the stated goal or if the goal has been accomplished? In large part, we will know because of information gathered, analyzed, published, and presented by the Research Division: employment growth; wage and income levels; the number of businesses, business openings, and business closures; new jobs and replacement openings; the size, age, and education levels of the current and future workforce.

The Research Division's second primary contribution to the goals of the *Economy and Jobs* focus is to make sure individuals and organizations have the information they need to make educated, economically-sound decisions. Our core mission reflects this: *Quality Information. Informed Choices*. To meet this goal, we provide information to diverse customers:

- Economic development organizations receive assistance in providing businesses the information they need to make sound decisions regarding location, relocation, and expansion.
- Oregon businesses receive data on wages and benefits, population and demographics, so they can make better decisions regarding business planning, recruitment, and compensation.
- Students receive information to make wise career decisions.
- Education planners and policy-makers obtain information to determine which classes to offer.
- Workforce and training organizations receive data so their staff can better serve Oregon's unemployed and other job seekers.

- Elected officials and policy-makers receive information to better understand the economic conditions in Oregon, so they can better policy choices including allocation of scarce resources to workforce training and related efforts.

To serve this array of customers, Research staff has expertise in the data produced within our own Department and with data from federal agencies, private sector firms, and others.

Program Performance

The Research Division tracks four performance measures that represent our commitment to Quality Information. Three of them reflect required response rates for some key surveys and one reflects the degree to which information on Oregon businesses has been coded to its precise geographic location. The most recent measures for each of these are as follows:

- 77% response rate for occupational employment survey (performance standard is 65%)
- 97% response rate for industry employment re-filing survey (performance standard is 80%)
- 91% response rate for construction industry wage survey (performance standard is 85%)
- 81% of employment data geocoded to tax lot/local roads level (performance standard is 75%)

The Division monitors several measures concerning its second core principle, Customer Service. One of these relates to the customer satisfaction of Oregon’s Workforce Investment Boards. (All 17 were “always or usually satisfied” according to a 2010 survey.)

Enabling Legislation/Program Authorization

At the federal level, Section 309 of the Workforce Investment Act of 1998 amended the federal Wagner-Peyser Act to describe the Research Division’s responsibilities within “a nationwide employment statistics system”. The Employment Department’s Research Division is Oregon’s designated employment statistics agency, a designation required in the Workforce Investment Act. At the state level, ORS 657.730, 657.734, and 657.736 describe various aspects of the Research Division’s responsibilities for Oregon’s labor market information system.

Funding Streams

The Research Division receives a mix of Federal and Other funds, primarily made up of:

- Dedicated contractual, grant, and special projects federal funding from the U.S. Department of Labor and the U.S. Bureau of Labor Statistics.
- Funding from the Supplemental Employment Department Administrative Fund (SEDAF), focused on the Division’s services to private sector businesses, to workforce partners and policy-makers, and to the provision of local services all across Oregon.
- Other contracts and competitive grants focused on special projects and customized analyses. Many of these contracts are with other state agencies or workforce partners.

Aside from special grant funding, we expect most funding sources to be stable or declining in the foreseeable future.

Significant Proposed Program Changes from 2011-13

The Research Division’s core goals – maintaining the quality and integrity of all products and services – do not change. But the Division is constantly adjusting its products and services in response to economic conditions and customer demand. For example, the Division will focus

considerable effort on understanding changes in the number of unemployed and the size of Oregon's labor force, both of which have major impacts on workforce and education policy planning.

During 2013-2015, the Division will design and plan a major upgrade to Oregon's workforce performance measurement system, working collaboratively with the Governor's Office, state and local Workforce Investment Boards, and workforce partner agencies.

The biggest change in 2013-2015 will be the culmination of a long-term transition of most Research reports and publications from hard copy to online only. The last remaining hard copy series, our state and local *Labor Trends* reports, will become online only on January 1, 2015.

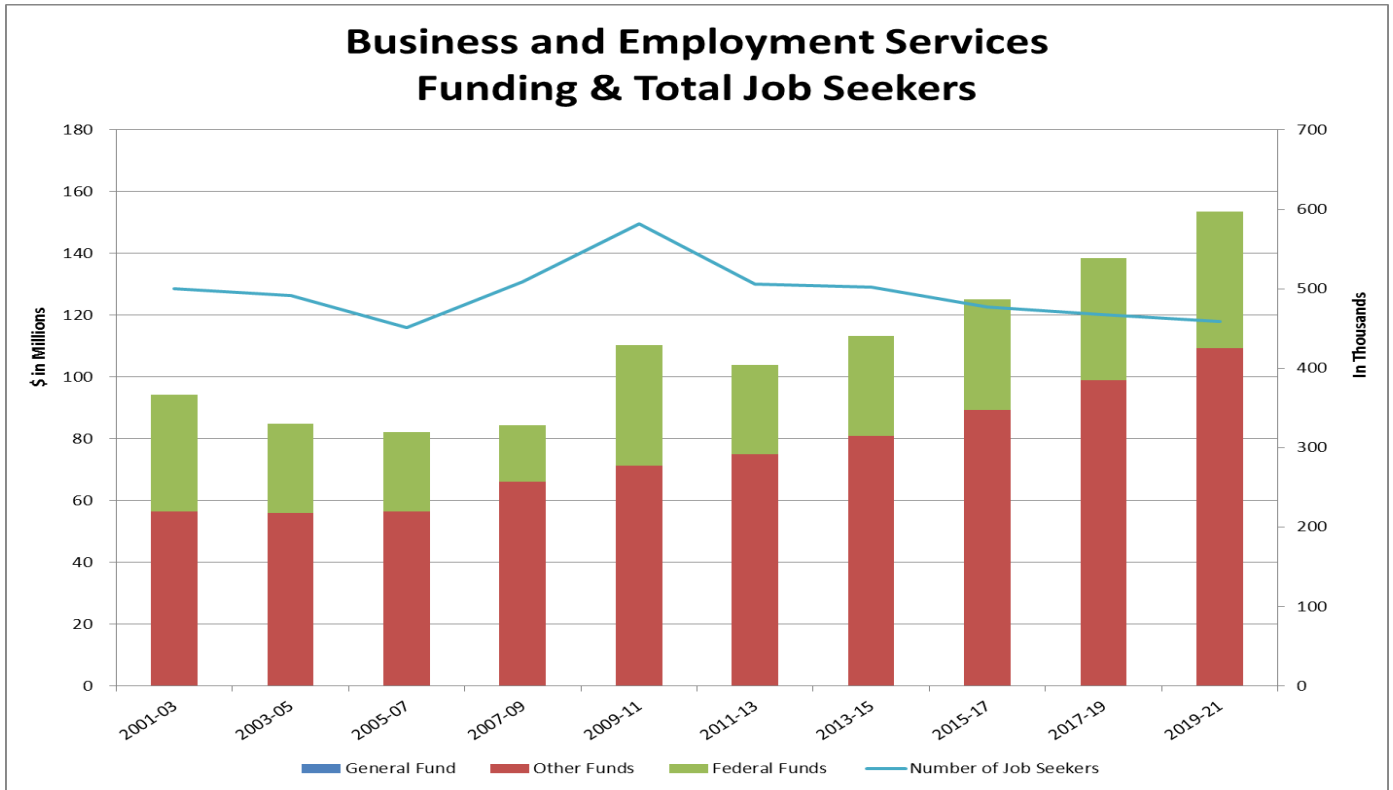
The Division will likely be shrinking slightly in 2013-2015, as a result of small declines in federal funds (including the sequester) and other funds. We expect to eliminate two positions, which will impact our ability to provide occupational and wage information, and our ability to handle customized, special surveys.

Summary of proposed changes in funding from the 2011-13 program:

- Revenue Realignment Placeholder (\$169,500)
- Contracted Services \$529,004

Oregon Employment Department: Business and Employment Services

Primary Outcome Area: Economy and Jobs
 Secondary Outcome Area: Education
 Program Contact: Martin Burrows, 503-947-1655



Executive Summary

Business and Employment Services (B&ES) connects Oregon employers and job seekers through iMatchSkills (an online job matching tool where employers get access to Oregon's workforce by using it to automatically match job requirements to qualified candidates and Job Seekers match their skills and experience to available jobs), and other programs that represent almost one third of all job listings in the state. We have a network of 38 offices located in metropolitan and rural areas of the state. The division provides training and reemployment to workers adversely affected by foreign trade, and assists Oregon companies in securing tax credits for hiring individuals with barriers to employment.

B&ES services are cost effective. We focus on engaging Unemployment Insurance (UI) claimants to assist them in returning to work. Getting workers back on the job earlier and shortening their time receiving UI benefits reduces the cost of the UI payments. Thus, Oregon can provide quality employment services to job seekers without significantly affecting the employer tax burden.

Program Description

Business & Employment Services works to match job-ready candidates to job openings listed by employer in iMatchskills, and other locations. We work with many partner agencies and organizations to assess the job-readiness of candidates and provide links to training programs if needed. The program serves businesses and job seekers.

Some of our partners include regional and local training providers (Workforce Investment Act Title 1B), the Oregon Workforce Investment Board, local Workforce Investment Boards, the Department of Community Colleges and Workforce Development, the Department of Human Services, local economic development organizations, the seventeen Oregon community colleges, and others.

The primary cost driver for B&ES is workload. A weak economy greatly increased the number of jobseekers accessing our services. Increasing use of technology also impacts costs as increased investments are necessary to improve service delivery through the internet.

Program Justification and Link to 10-Year Outcome

B&ES links to all three societal indicators in the Economy and Jobs goal.

Our division encourages growth in employment by assisting businesses in obtaining qualified candidates for their job openings. We do this by providing pre-screening of candidates based on their skills entered into iMatchSkills. Employers can pick from the best qualified candidates and do not have to expend funds or time to advertise or review candidates' resumes.

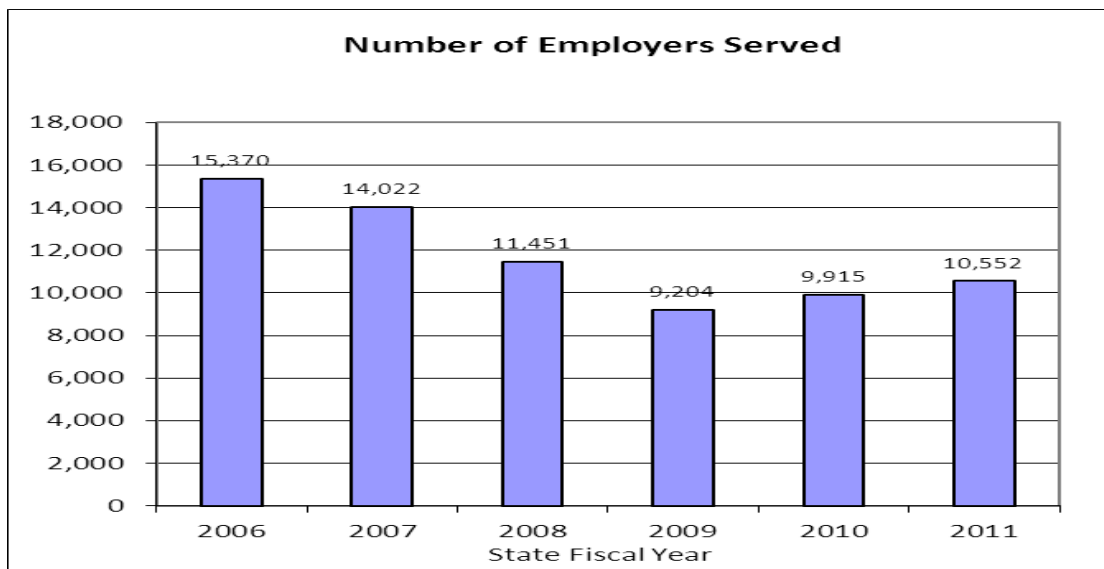
B&ES provides employers with many no-cost services that assist them in starting and growing their workforce. This includes skills matching, interview space, advertising of their recruitments, pre-screening by staff, and a network of business representatives who customize services for the needs of individual businesses. We also provide unemployment insurance claimants the opportunity to create new businesses.

We assess the job readiness of job seekers as they come into our system. Those that are not job ready receive skill building tools and workshops and may be connected to training programs offered by one of our partners. Our connection to the Oregon Workforce Investment Board, the Department of Community Colleges and Workforce Development, and the local and regional workforce investment boards allows us to anticipate new employment opportunities and identify training needs.

Program Performance

Clients Served

The program typically serves over 10,000 employers each year, and served close to 500,000 job seekers annually. The recent recession has increased Oregon's unemployment and created a lack of employment opportunities for Oregonians, increasing the demand for services from job seekers and decreasing the number of employers listing jobs.

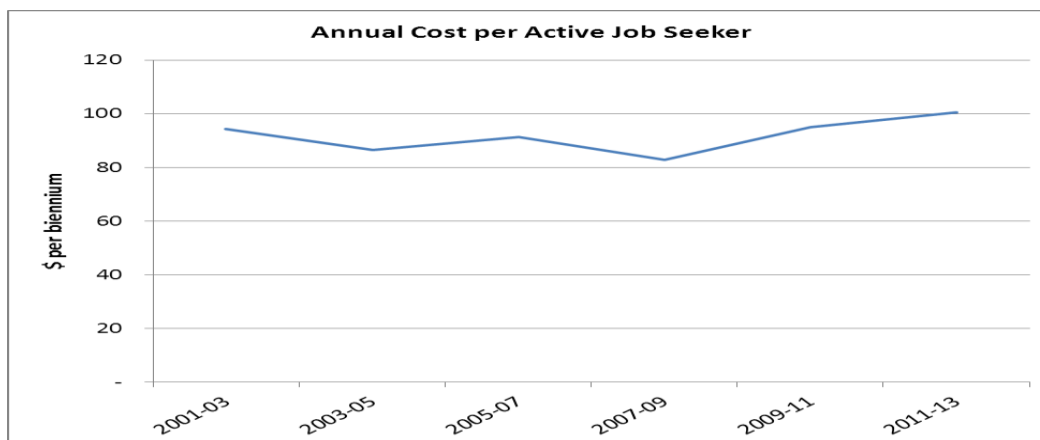


Timeliness

Business and job seeker surveys ask about timeliness of services provided. Responses ranking timeliness as good or excellent are consistently around or above 90%.

Cost Per Job Seeker

The cost per job seeker has stayed relatively constant, given the recent economic swings in Oregon. Depending on the job market, however, the relative share of the services provided can change. For instance, during the recession job placement was difficult with the scarcity of jobs. But significant efforts were made on skill assessments and training and in helping job seekers improve their job search.



Enabling Legislation/Program Authorization

B&ES Program authorization comes through a variety of federal and state statutes and regulations. Federal law mandates each program.

- Labor Exchange- WorkForce Investment Act of 1998, Title III
Title 29 USC, Chapter 4B, Section 49
ORS 657.705 to 657.725
- Migrant Seasonal Farm Worker Monitor Advocate- Title 29 USC, Chapter 4B and 20 CFR Part 653 and 658
- Veterans' Employment- Title 38 USC, Part III, Chapters 41 and 42
- Trade Act - Title 19 USC, Chapter 12, Subchapter II, Part 2
- Foreign Labor Certification- Title 8 USC, Chapter 12

- Work Opportunity Tax Credit- Title 26 USC, Sub. A, Chapter 1 (A) (IV) (f)

Funding Streams

Other Funds (73%) and Federal Funds (27%) funded the program in 2011-13. The primary source of Other Funds includes a diversion of employer Unemployment Insurance taxes and is restricted per ORS 657.783. All monies in the fund are appropriated continuously to the Department for the payment of expenses of administration of this chapter for which federal funding has been reduced, eliminated or otherwise is not available. The amount of the diversion decreased drastically during the recession but is now slowing rebounding as the economy gets better.

Federal funds are received from U.S. Department of Labor and do not carry any match requirements. Veteran's Employment, Trade Act, Foreign Labor Certification and the Work Opportunity Tax Credit programs receive dedicated funds. The main federal grant for Employment Services is Wagner-Peyser funds as cited in Title III of the Workforce Investment Act of 1998. These funds have remained relatively flat over several biennia. They are subject to sequestration. The program has secured a variety of competitive U.S. Department of Labor grants over the years for specific projects focused on reemployment.

Significant Proposed Program Changes from 2011-13

Within the core budget request are some program changes. We plan to accelerate the transition to providing services with new and more efficient methods, for both the agency and the customer. That means expanding service delivery with technology: mobile devices, on-line and the like.

Additional limited duration positions are requested for the Department to provide placement services for job-ready or nearly job-ready customers of other state agencies and non-state entities under various training, rehab and transition programs. Federal performance measures for these programs focus on the work activities that the Employment Department provides through these contractual services. Placing individuals into jobs after they have received training and assistance, along with the removal of employment barriers, is a significant outcome of these programs.

Re-employment Eligibility and Assessment (REA) is a program which went statewide during the 2011-13 biennium; this budget request funds the program for the full 24 months. It verifies eligibility for Unemployment Insurance (UI) claimants and provides individualized re-employment guidance focusing on getting Unemployment Insurance (UI) claimants back to work. Getting claimants back to work more quickly helps the worker and the hiring employer, and it reduces the cost of the UI system.

The Trade Act Program serves workers who lost their jobs due to international trade. Additional federal resources are included in the budget to better serve this population.

During the recession, higher federal funding levels have allowed the department to maintain core services and increase focused efforts for employment services and economic information. As the economy slowly recovers, these funding sources are transitioning out and the department needs to re-examine its spending and services in light of long term revenue realities.

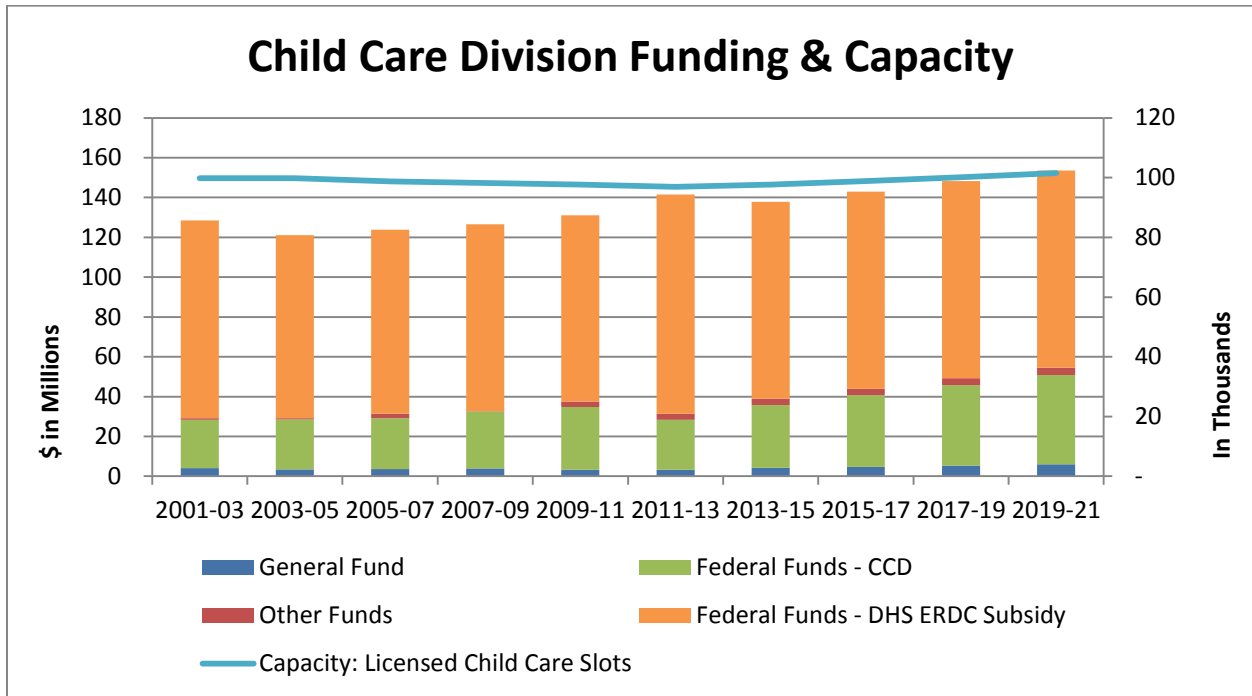
Employment and Business Services, as well as Workforce and Economic Research activities, are most affected by the revenue changes. The department is has proposed a reduction plan to bridge the revenue and expenditure gap. The plan reduces staffing by 22 positions/21.5 FTE and decreasing expenditures by \$3,641,642 for the 2013-15 biennium, better matching operational expenditures with long-term revenue availability.

Summary of proposed changes in funding from the 2011-13 program:

- Contracted Services: \$3,277,275
- Trade Act Reauthorization: \$4,049,524
- Revenue Realignment Placeholder: (\$830,500)

Oregon Employment Department: Child Care Division

Primary Outcome Area: Education
 Secondary Outcome Area: Economy and Jobs
 Program Contact: Kara Waddell, Administrator; 503-947-1409
Kara.D.Waddell@state.or.us



Executive Summary

The Child Care Division (CCD) at Oregon Employment Department promotes safe, quality, and accessible child care for Oregonian parents and their children.

Program Description

Three out of four children will be in paid child care before entering kindergarten. School readiness can only be achieved when the coordination towards achieving early education goals includes child care and child care subsidies.

Licensing Child Care Businesses: The Child Care Division licenses and regulates approximately 6,000 child care businesses across the state. The Division oversees a Registry of child care providers, volunteers and adults which annually includes 29,000+ background checks and determinations of fitness for those working with young children. Licensing specialists of diverse geography and sociocultural and linguistic backgrounds inspect child care programs, assist providers in moving up in the professional development registry, and provide technical assistance to improve quality, health and safety.

Child Care Subsidies: Oregonian parents in need of child care often pay more for care than what they pay for their children to attend Oregon public universities. The Child Care Division in

partnership with Department of Human Services (DHS) provides child care subsidies for children in low-income working families through the Employment Related Day Care, currently capped at 8,500 participants. CCD provides approximately 1,000 child care subsidies for children of targeted low-income populations, including children of teen parents in high school, children of parents in chemical dependency treatment programs, children with special needs, and children of migrant/seasonal farm workers.

Quality Rating and Improvement System: A Tiered Quality Rating and Improvement System (TQRIS) gives a simple star-rating to serve as a consumer guide for parents in making decisions about the programs for their young children. It establishes statewide program standards including early educator standards. Further, the TQRIS assists policymakers align child care subsidies for low-income families with the need for young children to access quality early childhood education to be ready for school.

Program Justification and Link to 10-Year Outcome

Strategy 1: Create a coordinated public education system from P-20

1.1 Coordinate and streamline governance and agency structures

The Division works closely with the Early Learning Council and across agencies to assure licensed child care businesses are well aligned with statewide child outcome standards towards achieving statewide school readiness goals via systems of licensure, professional development, and the Tiered Quality Rating and Improvement System.

1.2 Implement coordinated and aligned sets of standards, assessments and validations

The Child Care Division is establishing a Tiered Quality Rating and Improvement System (TQRIS) for early learning and development programs across the state. The TQRIS is a framework that aligns Oregon's statewide early childhood child outcome standards, early childhood program standards, and early childhood educator standards across all program types in Oregon's early learning system (private child care businesses, private preschools, Head Start, state Pre-K, and Early Intervention-Early Childhood Special Education).

Strategy 2: Focus investments on achieving student outcomes

2.1 Define the core outcomes

Quality child care programs identified and supported through the Division's licensing system and Quality Rating and Improvement System (TQRIS) are critical to ensuring children gain the necessary cognitive, social, emotional and behavioral skills for success in kindergarten. Subsidy funds aligned with the TQRIS will help ensure government expenditures on child care subsidies help children access quality early childhood education and care while providing child care as a work support for low-income working parents

2.2 Ensure all children are ready for school by Kindergarten by creating a system that supports investment in and accountability for early learning

The Child Care Division is a central component of the state's early learning system. The Division's establishment of a statewide Quality Rating and Improvement System helps incentivize and support early childhood programs attain higher standards of quality that support school readiness outcomes in young children. A transparent system of quality standards for early childhood programs and early childhood educators supports greater accountability for achieving early learning outcomes.

2.3 Invest in evidence-based programs and practices that improve outcomes

High quality early learning programs are an evidence-based approach to short-term and long-term educational success, especially for children from low-income families. The Division's Quality Rating and Improvement System serves as a statewide early childhood accreditation system and establishes a framework of quality improvement and quality rating across early learning and development programs. Programs are incentivized through educational awards, cash awards, and subsidized child care slots to improve the quality of their programs. Coaches are assigned to programs to help them document and achieve a higher standard of quality.

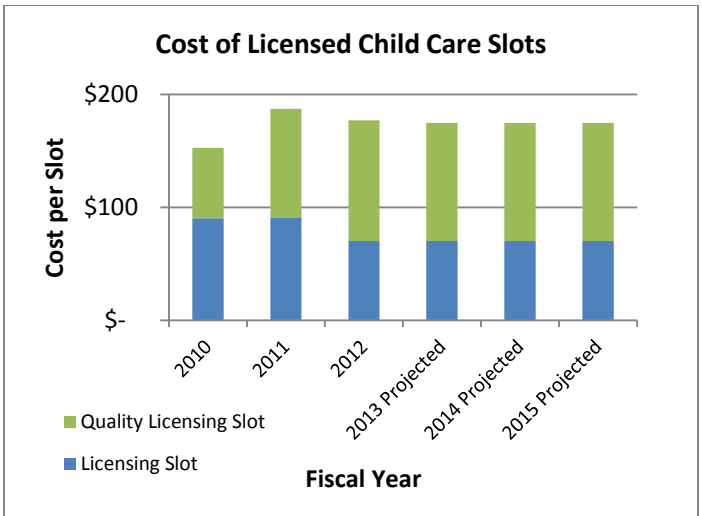
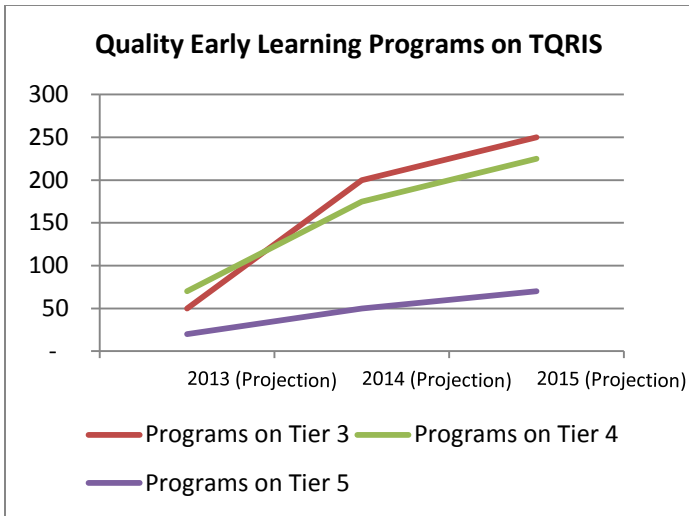
Teacher effectiveness is critical to student success in the K-12 system and is assured through strong teacher accreditation requirements and in-service training. The Tiered Quality Rating and Improvement System aligns with the Division-funded, statewide early childhood professional development system at Portland State University to standardize professional requirements, to increase the level of training and to help ensure the effectiveness of early childhood educators. An early childhood career pathway has been established via articulation agreements among the professional development system, community colleges, and some of the state's four-year colleges and universities.

2.4 Increase state investment

The Child Care Division's Tiered Quality Rating and Improvement can aid policymakers in aligning the state investment in child care subsidies among certain at-risk or low-income children to ensure these children access quality early learning programs while providing child care as a critical work support to low-income parents.

Program Performance

A landmark study documented an association between licensing and child outcomes ((Helburn, S. W. (ed). (1995). *Cost, quality and child outcomes in child care centers*. Technical Report. Denver, CO: Economics Department, University of Colorado at Denver.)) Quality in child care is defined as those characteristics of child care facilities that research has found associated with positive child outcomes. Oregon's TQRIS is being built on that research (Summarized in Weber, R.B. & Wolfe, J. (2003). *Improving child care: Providing comparative information on child care facilities to parents and community*. Corvallis, OR: Family Policy Program, Oregon State University.) TQRIS is considered a best practice for states aiming to improve child outcomes by improving the quality of child care and education facilities as evidenced by the key role given it in Race to the Top Early Learning Challenge Grant, a joint initiative of the federal Department of Education and Health and Human Services (HHS). The Office of Child Care within HHS is encouraging states to implement strategies that result in children receiving subsidies receiving care in the high quality facilities identified in the state's TQRIS.



Enabling Legislation/Program Authorization

The majority of the Child Care Division funding is Federal with a large number of Federal Regulations to abide by. The Personal Responsibility and Work Opportunity Reconciliation Act. (PRWORA, P.L. 104-193) of 1996 repealed the child care programs under Title IV-A of the Social Security Act and required that all Federal child care funds be spent in accordance with the provision of the amended Child Care and Development Block Grant (CCDBG) program. Section 45 CFR Parts 98 and 99 of the Federal Register provide CCD with the rules and regulations regarding the Child Care and Development Fund (CCDF). Section 418 of the Social Security Act provides CCD with the Funding for Child Care. The CCDF funding is subject to State Audit based on the Office of Management and Budget (OMB) Circular A-133.

The Child Care Division regulations and fees are described in Oregon Revised Statutes 657A.010 et. seq. Per Oregon Laws 2011, Chapter 519 and Oregon Laws 2012, Chapter 37, the CCD also must report child care changes to the Early Learning Council and initiate a TQRIS.

Funding Streams

The Child Care Division (CCD) is funded by Federal Funds, General Fund, and Other Licensing & Fees Funds. The Federal Child Care Development Fund (CCDF) is authorized by the Child Care and Development Block Grant Act and Section 418 of the Social Security Act. CCDF assists low-income families in obtaining child care so they can work or attend training/education. States are required to use a portion of CCDF on quality investments. Oregon draws down an approximate \$125 million in CCDF funding per biennium, including \$20 million in matching funds and \$20 million that is subject to federal sequestration. CCD receives approximately \$3.5 million of General Fund each biennium to help manage the regulatory and licensing system for child care. CCD receives in Other Funds approximately \$1.3 million from the Child Care Tax Contribution Credit and \$700,000 from regulatory licensing and fees.

The Education and Quality Improvement Partnership (EQUIP) is an active public-private investment partnership to improve child care in Oregon. EQUIP has been funded with a Oregon Community Foundation investment in professional development scholarships and federal stimulus funds. Contributions have been received from the Meyer Memorial Trust, the Penney Family Fund, and other private funders. EQUIP guides and advises Oregon’s TQRIS.

Significant Proposed Program Changes from 2011-13

The most significant program change relates to recognizing child care as an opportunity to prepare children for school, and not just a safe environment to place children while their parents are working. As part of this education focus, we plan to develop a system to give parents information about child care providers so they can make informed child care decisions.

Providing parents with information about the quality of child care helps to drive the market for child care businesses to validate and/or improve the quality of their program. Similarly, developing improvement support and quality incentives for child care providers is anticipated in this budget request. Within this funding level, adjustments are planned to increase efficiencies of our current program. These efficiencies will allow some current staff to incorporate work related to the new priorities into their overall workload.

HB 4165 from the 2012 Session requires the Child Care Division to initiate development of a Tiered Quality Rating and Improvement System (TQRIS). A TQRIS establishes a framework of tiered standards that are used to evaluate the quality of early learning and development programs. Beyond assessing quality, the TQRIS further helps improve quality through coordinated supports and incentives. Operating in 26 states as of 2009, a TQRIS is viewed nationally as a central mechanism for aligning and strengthening a state's early care and education system. Oregon's licensed child care programs (approximately 6000) and other early learning and development programs may participate in the improvement system with a potential of impacting well in excess of 100,000 children. HB 4165 was implemented in the 2011-13 biennium, the 2013-15 budget request continues these efforts with funding at a full-biennia level.

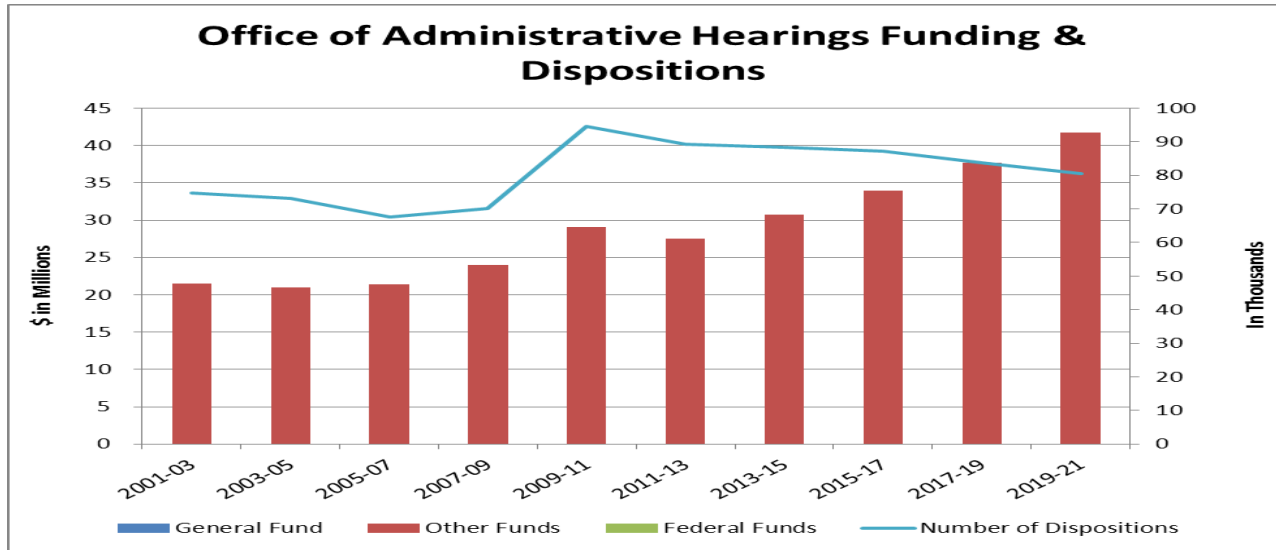
Summary of proposed changes in funding from the 2011-13 program:

- HB 4165 Tiered Quality Rating and Improvement System \$2,798,959

The Governor's Balanced Budget moves the Child Care Division to the Department of Education.

Oregon Employment Department: Office of Administrative Hearings

Primary Outcome Area: Improving Government
 Secondary Outcome Area: Economy and Jobs
 Program Contact: Karla Forsythe, 503-947-1919



Executive Summary

The Office of Administrative Hearings (OAH) holds contested case hearings referred by over 70 Oregon agencies, boards and commissions. These hearings are constitutionally required to give citizens and businesses a chance to dispute action taken against them by the state.

Program Description

OAH Administrative Law Judges (ALJs) conduct the hearings and make decisions separately from the agencies which took the action. In 2011, the OAH received 47,177 hearing requests. The Oregon Employment Department referred 68% of the hearings, the Division of Motor Vehicles referred 13%, the Child Support Program referred 9%, and the Department of Human Services referred 8%. The majority of hearings are heard over the telephone with citizens representing themselves.

The Attorney General writes the rules of procedure and also represents state agencies in contested case hearings. The OAH Oversight Committee reviews OAH effectiveness, fairness, and efficiency.

Costs are driven by the volume of hearings referred by agencies and the complexity of the issues referred

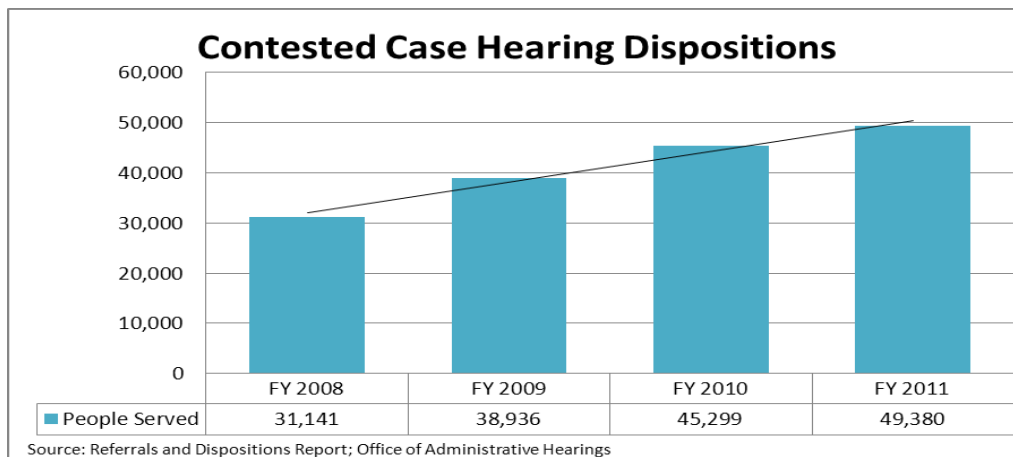
Program Justification and Link to 10-Year Outcome

The outcome statement for Improving Government states: “Oregon state government will be trustworthy, responsive, and solve problems in a financially sustainable way”

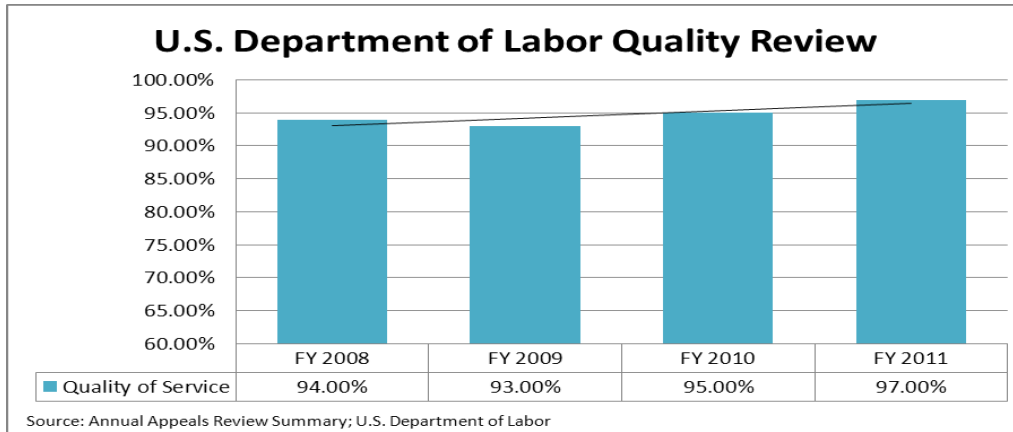
Contested case hearings give Oregonians a voice in responding to decisions state agencies make about their lives. Citizens and businesses are more likely to trust the basis for the state’s actions if the contested case decision-making process is separate from the agency which took the action.

The administrative law judges who conduct these hearings make decisions that are independent from the agencies which refer the disputes. They are required by law to be impartial. A separate Office of Administrative Hearings gives the public confidence that hearings are not a rubber stamp of agency action, and provides transparency into the agency decision-making process.

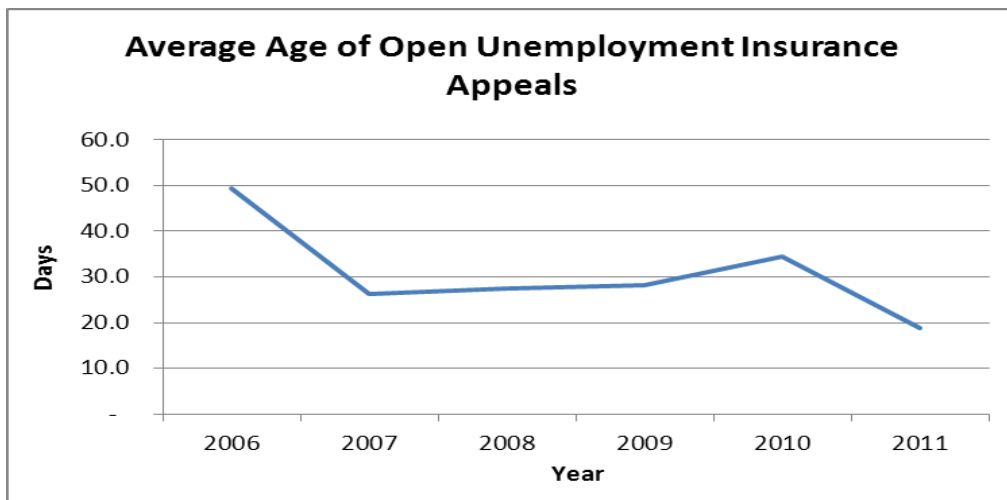
Program Performance



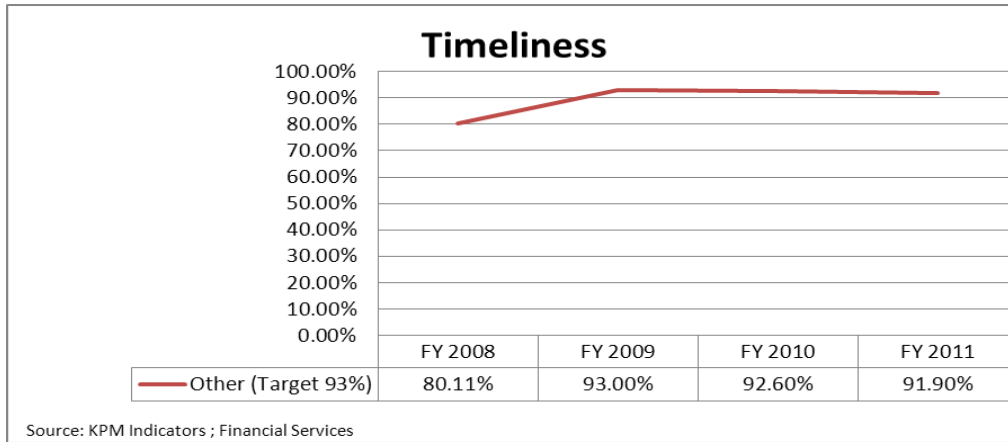
The increase in cases is due to more Oregonians requesting hearings about unemployment insurance claims and social services benefits. Cases will decline when the economy improves.



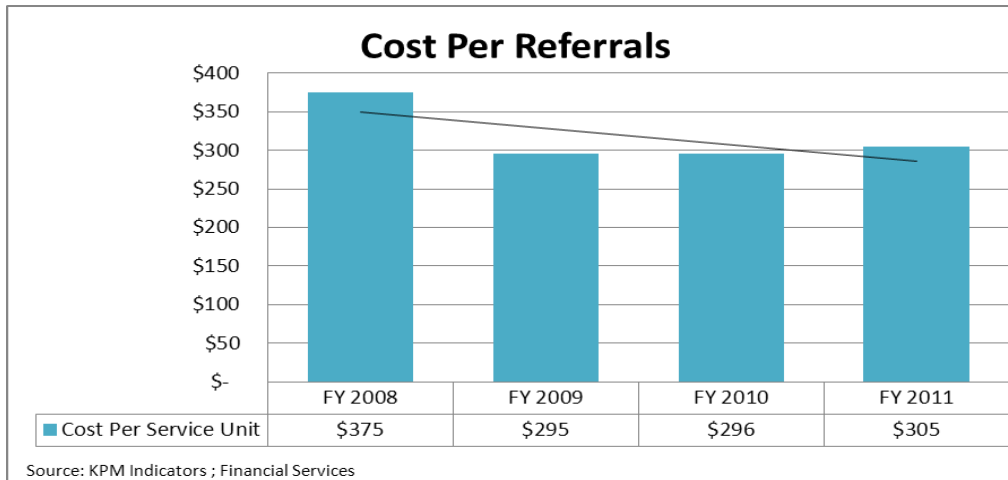
The U.S. Department of Labor reviews the quality of unemployment hearings based on a top score of 100%. The quality standards are based on a sampling of data by a team of states, lead by DOL staff, that reviews decisions and hearings for accuracy. DOL standards are set at 85% for Hearings and 75% for Benefit Decisions. Additionally, in customer service surveys during 2010, 2011, and 2012, the overall quality of OAH services was rated as excellent or good by 73% of respondents.



Timeliness of unemployment hearings can be measured by the age of the claim in the system, calculated on a monthly basis. The average age of an appeal rose during the economic downturn as the number of cases rose significantly. We have adjusted our UI hearing processes and standards to accommodate the higher workloads which brought the average age back down.



For cases other than UI cases, timeliness is defined as the percent of cases requesting a hearing that are heard or otherwise resolved within the time frame established by the agency, often 45 days. We are often at or close to that goal.



Average cost per referral will increase when the proportion of less-costly, high volume unemployment and social service hearings declines.

Enabling Legislation/Program Authorization

The 1970 U. S. Supreme Court case of Goldberg v. Kelly held that due process requires an evidentiary hearing when a recipient is being denied certain government benefits, and that an impartial decision maker is essential to administrative due process. Under ORS 183.605-.690, almost all agencies are required to use the OAH to conduct these hearings.

Funding Streams

The OAH is funded by the agencies which refer cases for hearing. Under ORS 183.655, the OAH charges fees in an amount calculated to recover the cost of providing the administrative law judge, the cost of conducting the hearing and all associated administrative costs.

Significant Proposed Program Changes from 2011-13

In many ways, the budget request is a status quo request with ongoing revisions to increase efficiencies. The savings garnered by the efficiencies are passed to the agencies through the cost projection methodology. Recent efficiencies include more program specialized ALJs, reviewing and changing the level of ALJ required by hearing type, increasing ALJ caseloads and working with agencies on strategies to reduce the number of referrals.

In the 2009-11 biennium OAH charges included a working capital surcharge. In 2013-15, that surcharge has been eliminated as working capital has been accumulated.

During 2013-15, the OAH plans one additional specific step for cost containment:

1. Reduce number of hearings through reduced referrals.

With the exception of the Employment Department, almost all agencies require the public to file hearing requests directly with the agency rather than with the OAH. This allows agencies review the requests and withdraw them if the administrative decision for which a hearing is requested is clearly erroneous or if the hearing request is based on confusion rather than a dispute. The Employment Department and the OAH are revising business processes so that in the 2013-2015 biennium, referrals will come directly to the Department and will be reviewed for possible withdrawal. It is estimated that these revisions could eliminate up to 25% of referrals, resulting in cost savings.

Response to Program Funding Team requests, June 2012

Other Considerations To Improve Quality and Contain Costs

1. Managing quality and consistency of ALJ ruling in addition to peer review.

OAH management welcomes feedback from agencies, attorneys and hearing participants regarding the hearing process. When such feedback raises issues of concern, the appropriate manager reviews the case at issue and, where appropriate, discusses the matter with the ALJ to correct any deficiencies. In rare occasions, this can result in formal discipline.

OAH managers meet regularly with ALJs in their respective program areas to discuss general legal and procedural issues to ensure ALJs are aware of OAH expectations and that relevant rules and statutes are applied in a consistent manner. OAH managers also meet regularly with agencies to encourage feedback. A complaint process has been established to investigate formal agency and public concerns. Customer survey comments are tracked to specific ALJs and reviewed for performance issues. Presiding ALJs read orders and check them against the hearing record as time permits.

In the 2013-2015 biennium, final orders for many agencies will be published through a legal indexing service. This will allow ALJs to review agency precedent and will promote consistency.

Additional considerations include publishing the complaint process on the OAH website, and expanding the Department of Labor Federal Quality Assurance Standards to all program areas.

2. Consider the full life-cycle cost to the State of hearings, including agency preparation time and other costs, when looking for process efficiencies.

In the current biennium, the OAH is reviewing program areas and aligning ALJ work assignment with the appropriate level of complexity, so that less complex cases are heard by ALJs at lower salary ranges. Additionally, ALJs caseloads have been increased, resulting in the ability to hear more cases without incurring more cost. The transition to electronic transmission of documents and access to OAH data also will reduce costs.

Agencies should be encouraged to review internal processes to reduce referrals. For example, the Employment Department could adopt a rule to allow summary determination (i.e. a decision on the documents with no hearing required). All agencies should be encouraged to make greater use of summary determination. Process changes for OAH consideration include implementing settlement conferences on a motion calendar, encouraging the parties to enter into stipulated orders, and requesting advisory opinions before embarking on a costly hearing whenever possible.

As mentioned above, OAH is developing direct access to data and documents for agencies. This initiative is largely designed to reduce costs for the agencies, not OAH.

3. *Quality of other forms of performance measurement (customer survey).*

The OAH distributes an eight question customer survey to all hearing participants for three months annually. The survey assesses quality, efficiency and fairness of both ALJ and operations staff. It also provides space for open-ended comments on each performance dimension. Managers review these comments, both compliments and complaints, and track them to specific ALJs to focus on performance issues.

4. *Working with agencies on conflict avoidance, so that OAH services are needed less and conflicts are resolved within agencies primarily.*

Future options include working with the Department of Justice alternative dispute resolution program. This may include agency authorization of informal adjudication, including mediation for cases in which the law is clear and the public primarily seeks an explanation (example: denial of supplemental nutrition assistance). Although we can work with agencies on conflict avoidance strategies, the choice and implementation of these strategies lies with each agency.

5. *Looking at number of appealable decisions, determining whether collaboration or consolidation with the court of appeals would be an effective for of service delivery.*

Consolidation with the Court of Appeals is not an option. OAH is in the executive branch of government and the Cost of Appeals is in the judicial branch. The state is legally required to provide a hearing before it denies benefits or takes action; the Court of Appeals does not conduct hearings, only appellate review. Circuit Court conducts hearings, but is a more costly provider of these services. Administrative processes have been adopted by law as a less-costly alternative.

Consolidation of process between the OAH and agencies could be considered. In 96% of the hearings conducted by the OAH, agencies have delegated final order authority. This eliminates the need for an additional layer of agency administrative work to review a proposed order. For those matters in which the OAH still issues proposed orders rather than final orders, agencies agree with the OAH in the vast majority of cases. Authorizing the OAH to issue a final order eliminates the need for further agency review, which includes the costs of agency professional staff, high level agency, board or commission decision-makers, and an Assistant Attorney General.

Specific Proposal Form Requests:

1. *Data related to the number of referrals that become hearings:*

June 2010 - July 2011
Referrals That Became Hearings

Program	Percent Referrals Resulting in Hearing
Child Support Program	65.45%
Construction Contractors Board	40.60%
Department of Human Services	32.01%
Employment Department	55.87%
Insurance Division, DCBS	23.53%
Oregon Department of Transportation	71.97%
Oregon Health Authority	22.49%
Oregon Liquor Control Commission	29.79%
Water Resources Department	37.50%
Small Agencies, Boards, and Commissions	46.94%
All Programs	56.09%

Agencies refer cases to the OAH for hearing. OAH considers a matter to be a “referral” when the notice of referral is received at the OAH. For purposes of this response, a “hearing” is considered to have occurred if an administrative law judge opens the record and takes evidence.

Using these definitions, out of all cases referred, an average of 56% result in hearings. However, there is wide variation between agencies in cases that become hearings. For the child support program, 74% of cases referred by district attorneys become hearings. For small agencies, boards and commission, 47% become hearings.

Several factors account for this variation. For example, in child support cases, the parties typically want a decision after informal resolution efforts have failed. In referrals from boards and commissions, a referral often prompts settlement discussion with the agency.

There are a number of events which can occur after referral which eliminate the need for a hearing. In about 18% of the cases, the party who is appealing fails to appear. Failure to appear occurs most frequently in high volume program areas such as referrals from the Employment Department and from the Division of Motor Vehicles. Agencies incur OAH charges even if a party fails to appear, because support staff must send a notice of the time scheduled for hearing and assemble documents, and administrative law judges must prepare for the hearing.

The rules of administrative procedure provide for summary determination at the request of a party, with a decision based on documents rather than an in-person hearing. This process is used most often at the request of boards and commissions.

Other events which end a case without a hearing include direct review in cases referred by the Employment Department, when the issue is whether good cause has been shown to reopen a case. Some cases are settled. Others are withdrawn after OAH work on the case has commenced, but before a hearing takes place.

2. Information related to the professional expertise of current ALJs and overall program area

This is a broad question so we will respond by category of hearing request. For all hearings, under ORS 183.625, in assigning an ALJ to conduct hearings on behalf of an agency, the Chief Administrative Law Judge shall, whenever practicable, assign an administrative law judge that has expertise in the legal issues or general subject matter of the proceeding. This statutory requirement is met by assigning each ALJ to hold hearings in a primary program area, and by aligning each program area with the appropriate level of expertise required to conduct a hearing.

The DAS Classification Specifications include three levels of Administrative Law Judges. Each level is distinguished by required minimum qualifications and skills, depending on the complexity of the work to which the ALJ is assigned. Positions are filled through a competitive hiring process which emphasizes analytical and writing skills. The budget proposal for 2013-15 includes the following ALJ positions:

**Administrative Law Judge (ALJ)
Positions in 2013-15 Budget**

Class	Positions
Administrative Law Judge 1	39
Administrative Law Judge 2	20
Administrative Law Judge 3	14
Total	73

The majority of OAH ALJs at Tier 1 (Range 30) preside over unemployment insurance denial appeals referred by the Oregon Employment Department, and implied consent cases referred by the Division of Motor Vehicles. Smaller groups of ALJ 1s preside over enforcement cases (Construction Contractors Board, Landscape Contractors Board, Building Codes division) and over cases referred by the Medical Assistance Program (DMAP). These cases may be factually complex but generally involve a limited number of statutes and rules. Minimum qualifications for this level of ALJ are graduation from an accredited law school with an LL.B or J.D. degree, or three years experience conducting contested case hearings (for which one year presenting cases before an administrative hearing may be substituted).

Referrals from Oregon Employment Department: benefit denial

Out of the 27 OAH ALJs with a current primary assignment to cases referred by the Employment Department, 22 have a J.D. degree. Nine have been ALJs for more than 5 years (one for 32 years) and 4 for 1 to 5 years. Before working as an ALJ, nine had 1 to 5 years' experience presenting cases, 9 had 5 to 10 years, and 1 had 35 years. The less-experienced ALJs are recent hires into limited duration positions to focus on the current spike in unemployment cases, but all are law school graduates. ALJs with special expertise based on prior employment have worked

for SAIF, as prosecutors and as pro tem judges, with private law firm, with the federal Social Security Administration, and worked in Sarbanes-Oxley compliance. The Presiding ALJ for this program has been a member of the Federal Quality Assurance team which reviews hearings nationwide for the Department of Labor.

Referrals from Oregon Transportation Department : driver's license suspension

Out of the 21 OAH ALJs with a current primary assignment to cases referred by the Oregon Transportation Department (Tier 1 ALJs), 19 have a J.D. degree. Fourteen have been ALJs for more than 5 years (one for 29 years), and 7 for 1 – 5 years. Five have more than five years previous experience presenting cases, ten had 1 – 5 years prior experience. The Presiding ALJ for this program has been an ALJ for 18 years and is a member of the Oregon State Bar.

Referrals from the Department of Human Services and Oregon Health Authority

There are currently 9 ALJs assigned to conduct hearings, on a regular basis, for the Department of Human Services and the Oregon Health Authority. This includes six ALJs in the Tier 2 (Range 32) classification, and three in the Tier 1 classification.

The majority of these hearings are of moderate difficulty and generally governed by broad or vague statutes or conflicting case law or precedent. The six ALJs assigned to these cases must meet Tier 2 qualifications in order to appropriately handle case referrals. These qualifications include graduation from an accredited law school with an LL.B. or J.D. degree, and either one year of experience conducting contested case hearings or as a trial lawyer, or five years experience conducting contested hearings. Experience presenting cases can substitute for up to two years of experience conducting hearings.

Three ALJ Tier 1s are assigned to referrals specifically from the Oregon Medical Assistance Program, and must meet Tier 1 qualifications.

Out of the 9 ALJs assigned to these cases, 7 have a J.D. degree. Six have more than 5 years of experience as an ALJ. Each of the three Tier 1 ALJs have less than five years experience. Five of the Tier 2 ALJs have more than 5 years prior experience presenting cases. Experience prior to working for the OAH includes working for the Workers Compensation Board, DCBS, ODOT, working as court referee, work as a business litigator, and serving as administrative law manager at DHS and as a DHS case representative. The Presiding ALJ for this program has a J.D. and has served as an ALJ for 27 years.

Referrals from the Construction Contractors Board, Landscape Contractors Board and Building Codes Division

These referrals are mainly assigned to an ALJ 1 who is supervised by the Presiding ALJ for the DHS/OHA program area. This ALJ does not have a J.D. degree, but is a trained mediator and arbitrator who has served as an ALJ for 28 years, with previous work for CCB and DMV.

Referrals from Department of Justice, Child Support Division and the Unemployment Insurance Tax Division

These hearings also are of moderate difficulty and therefore assigned to Tier 2 ALJs. All 11 ALJs working in these program areas have J.D. degrees. Five have been ALJs for more than 5 years (one for 27 years), and six have worked as ALJs for 1 – 5 years. Previous experience includes work with OLCC, Disability Rights Oregon, contract work for the Nursing Board, CCB and BOLI. One ALJ has an MPA. Others worked as DAs or with the Judge Advocate General. The Presiding ALJ for this area has a J.D. and has served as an ALJ for 8 years, with previous worked as a deputy district attorney and JAG attorney as well as work for CCB and BOLI.

Referrals from Agencies, Boards and Commission

These are the most difficult hearings that involve vague statutes, complex and difficult law and policy issues, and precedent setting matters. ALJs assigned to these cases must meet Tier 3 (Range 37) qualifications: An LL.B or J.D. degree and admission to any state or federal bar and 3 years experience conducting hearings or as a trial lawyer.

All 9 ALJs who hear these cases have law degrees and have been admitted to a bar. They have served as ALJs from 5 to 20 years. Previous private sector employment includes Standard Insurance, working as a municipal judge, staff to legislators, and private law practice. Previous public sector employment includes work for DMV, OED, and the Workers Compensation Board.