

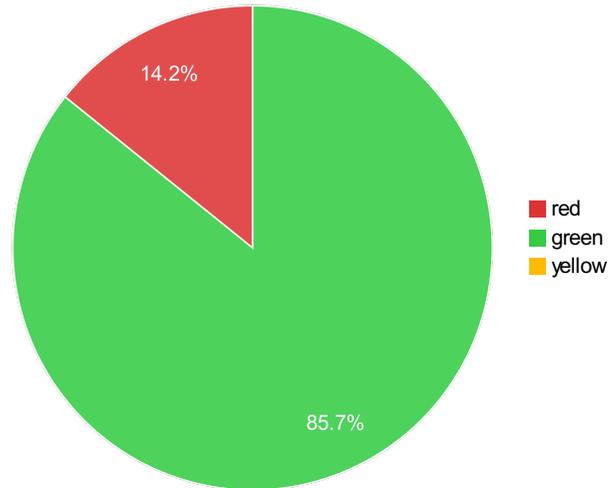
# **Employment Relations Board**

Annual Performance Progress Report

Reporting Year 2016

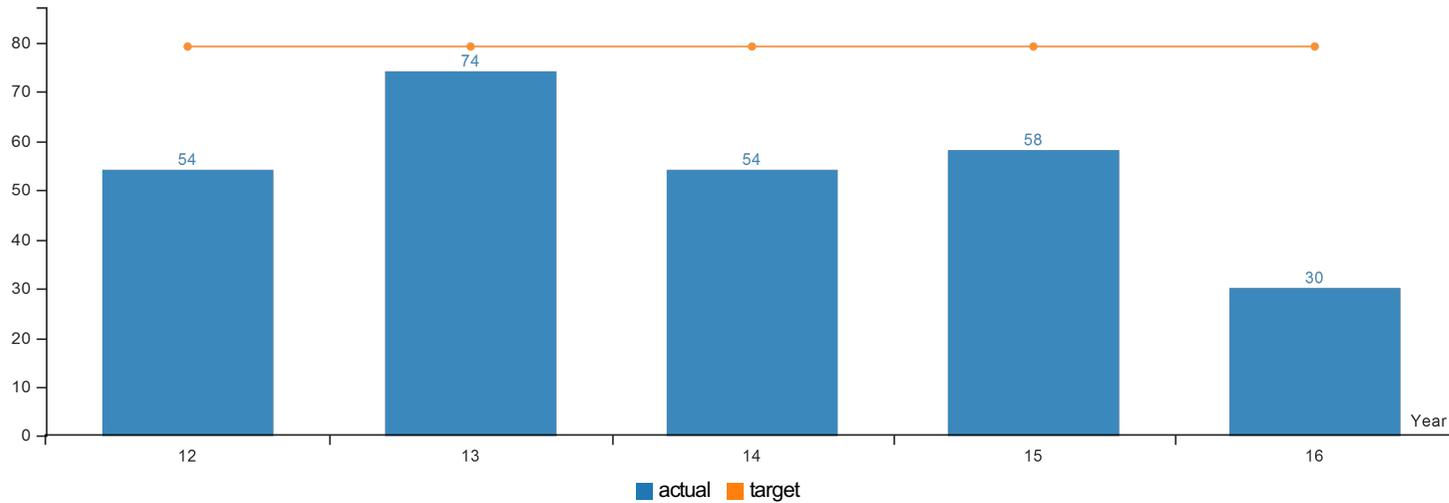
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KPM #	Approved Key Performance Measures (KPMs)
1	Union representation - Average number of days to resolve a petition for union representation when a contested case hearing is not required.
2	Recommended orders - Average number of days for an Administrative Law Judge to issue a recommended order after the record in a contested case hearing is closed.
3	Final Board orders - Average number of days from submission of a case to the Board until issuance of a final order.
4	Mediation effectiveness - Percentage of contract negotiations disputes that are resolved by mediation for strike-permitted employees.
5	Appeals - Percentage of Board Orders which are reversed on appeal.
6	Mediation effectiveness - Percentage of contract negotiations disputes that are resolved by mediation for strike-prohibited employees.
7	Customer Satisfaction - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -6% to -15%	= Target > -15%
Summary Stats:	85.71%	0%	14.29%

KPM #1	Union representation - Average number of days to resolve a petition for union representation when a contested case hearing is not required.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2012	2013	2014	2015	2016
<b>Days to Resolve Petition for Union Rep, No Hearing</b>					
Actual	54	74	54	58	30
Target	79	79	79	79	79

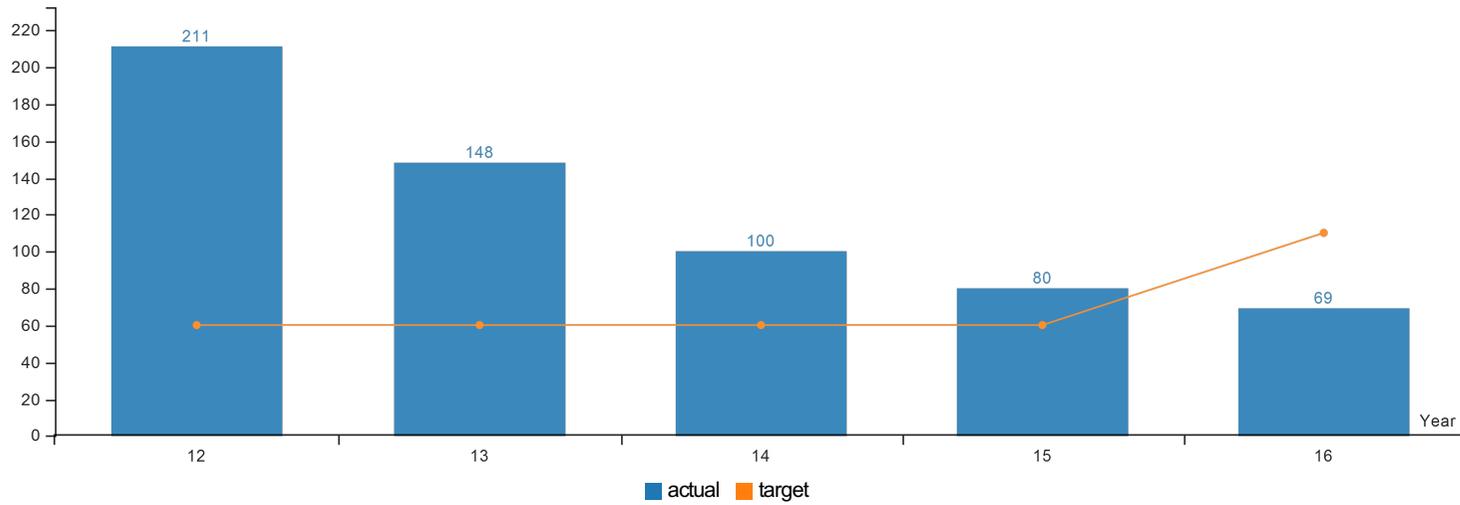
**How Are We Doing**

The agency continues to do better than its target of 79 days to process an uncontested representation petition.

**Factors Affecting Results**

The agency continues to prioritize processing representation matters. Cases that go to an election inevitably take longer to process, particularly compared to a card-check matter. Incomplete or otherwise improperly filed petitions by the parties can also delay processing a petition.

KPM #2	Recommended orders - Average number of days for an Administrative Law Judge to issue a recommended order after the record in a contested case hearing is closed.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2012	2013	2014	2015	2016
<b>Average Days Close of Record to Recommended Order</b>					
Actual	211	148	100	80	69
Target	60	60	60	60	110

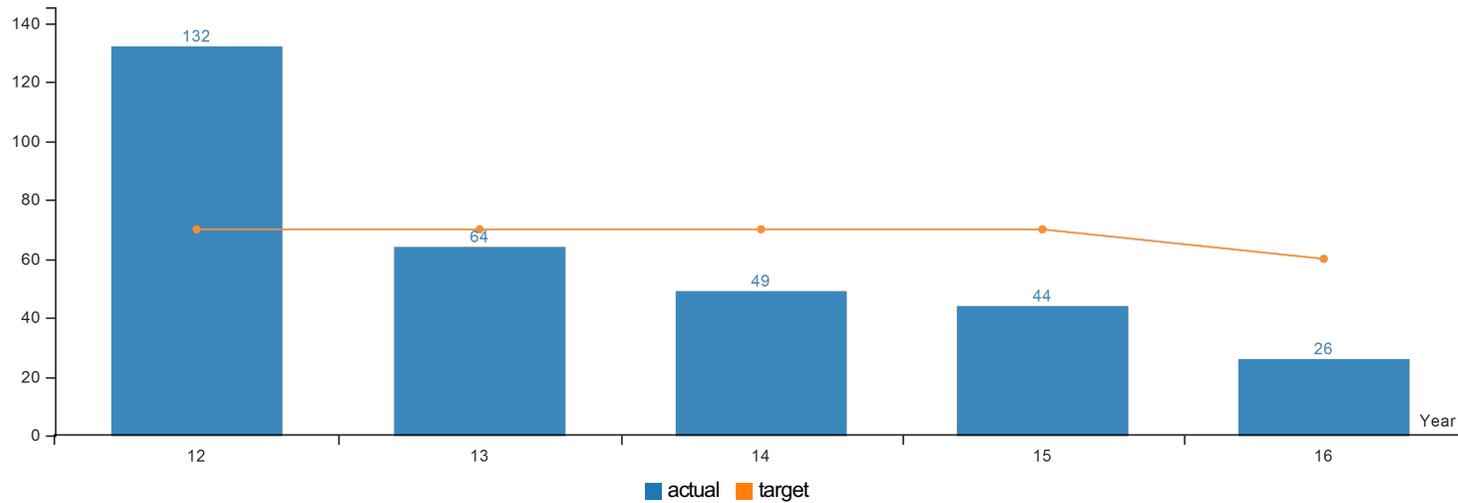
**How Are We Doing**

The agency met its target by a large margin and continues to reduce the number of days for issuing a recommended order.

**Factors Affecting Results**

The number of claims and affirmative defenses in a case affects the amount of time needed to draft a recommended order, as does the complexity of the case.

KPM #3	Final Board orders - Average number of days from submission of a case to the Board until issuance of a final order.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2012	2013	2014	2015	2016
<b>Average Days Submission to Final Order</b>					
Actual	132	64	49	44	26
Target	70	70	70	70	60

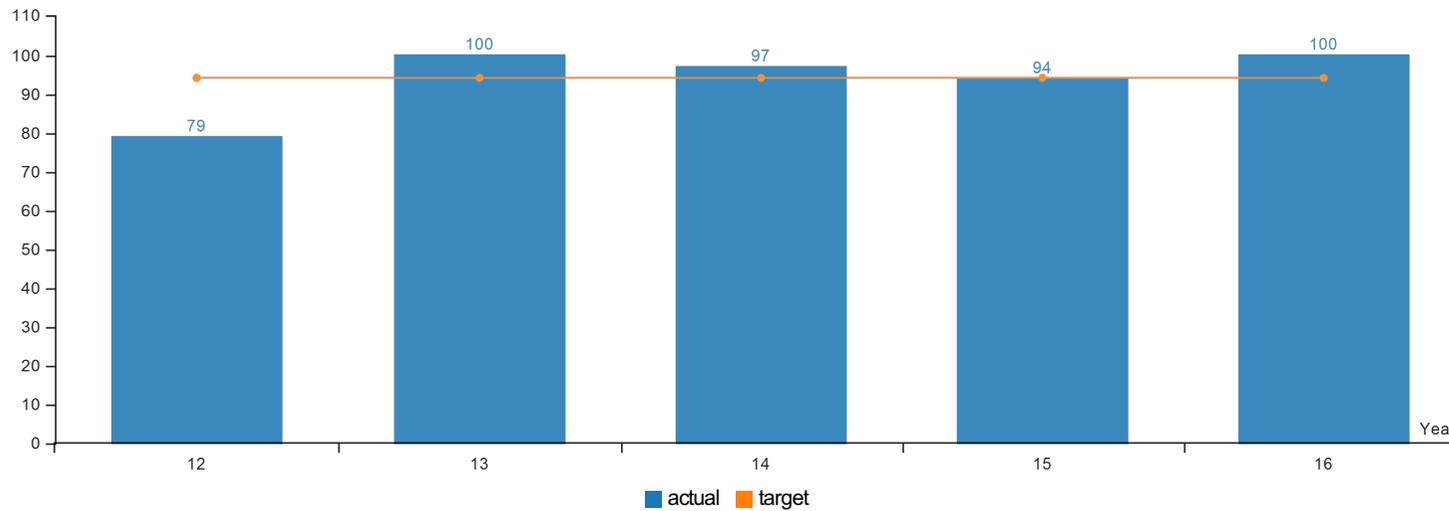
#### How Are We Doing

The agency's performance improved dramatically in this category. For the second consecutive year, performance exceeded the target. The agency has reduced the target to 60 days.

#### Factors Affecting Results

The number of claims appealed may affect how long it takes to issue an order. In some cases, it is necessary to get a transcript before drafting the final order. Finally, cases where the Board is unable to reach a unanimous opinion usually take more time.

KPM #4	Mediation effectiveness - Percentage of contract negotiations disputes that are resolved by mediation for strike-permitted employees.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2012	2013	2014	2015	2016
<b>Strike-Permitted - Percent of Negotiations Resolved</b>					
Actual	79%	100%	97%	94%	100%
Target	94%	94%	94%	94%	94%

#### How Are We Doing

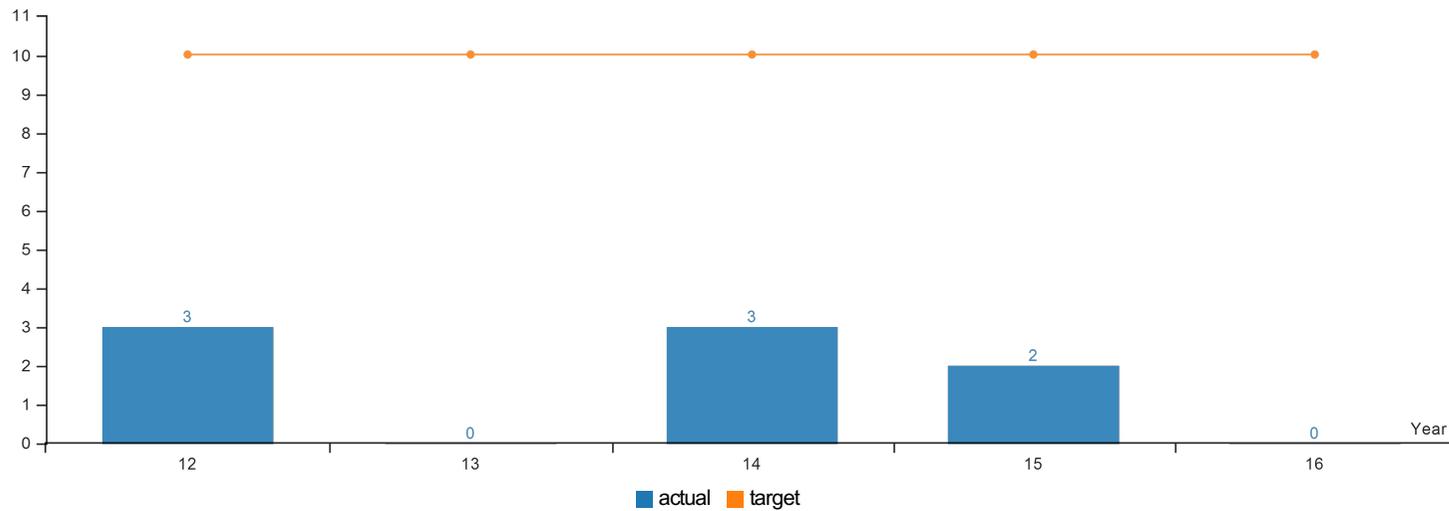
The percentage of contract disputes resolved without a strike or the employer's unilateral implementation was above our target.

#### Factors Affecting Results

The agency provides mediation services for the parties under its jurisdiction. Mediators help parties reach a contract settlement, but the parties alone control whether a settlement occurs. Many factors that influence settlement are beyond the control of the mediator and parties. Such factors include, but are not limited to, the economy, health insurance costs, local and statewide political trends, and tax revenues.

This percentage is determined by the number of cases closed during the fiscal year and is based on whether a strike or final-offer implementation occurred.

KPM #5	Appeals - Percentage of Board Orders which are reversed on appeal.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2012	2013	2014	2015	2016
<b>Percentage of Board Orders Reversed by the Court</b>					
Actual	3%	0%	3%	2%	0%
Target	10%	10%	10%	10%	10%

**How Are We Doing**

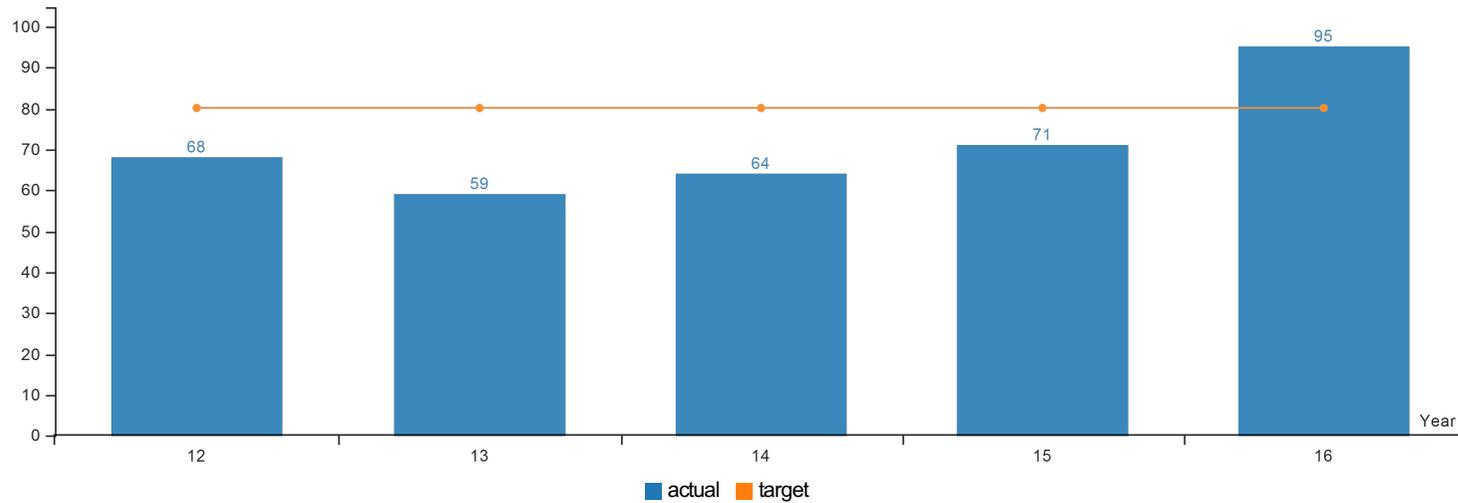
The agency continues to satisfy this target.

**Factors Affecting Results**

The number of cases appealed, the complexity of the cases, and the clarity of the Board’s orders all can affect the results.

This percentage reflects the reversal rate of the highest appellate body by the fiscal year of the Board order.

KPM #6	Mediation effectiveness - Percentage of contract negotiations disputes that are resolved by mediation for strike-prohibited employees.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2012	2013	2014	2015	2016
<b>Strike-Prohibited - Percent of Negotiations Resolved</b>					
Actual	68%	59%	64%	71%	95%
Target	80%	80%	80%	80%	80%

#### How Are We Doing

Performance in this category is 15% above the target.

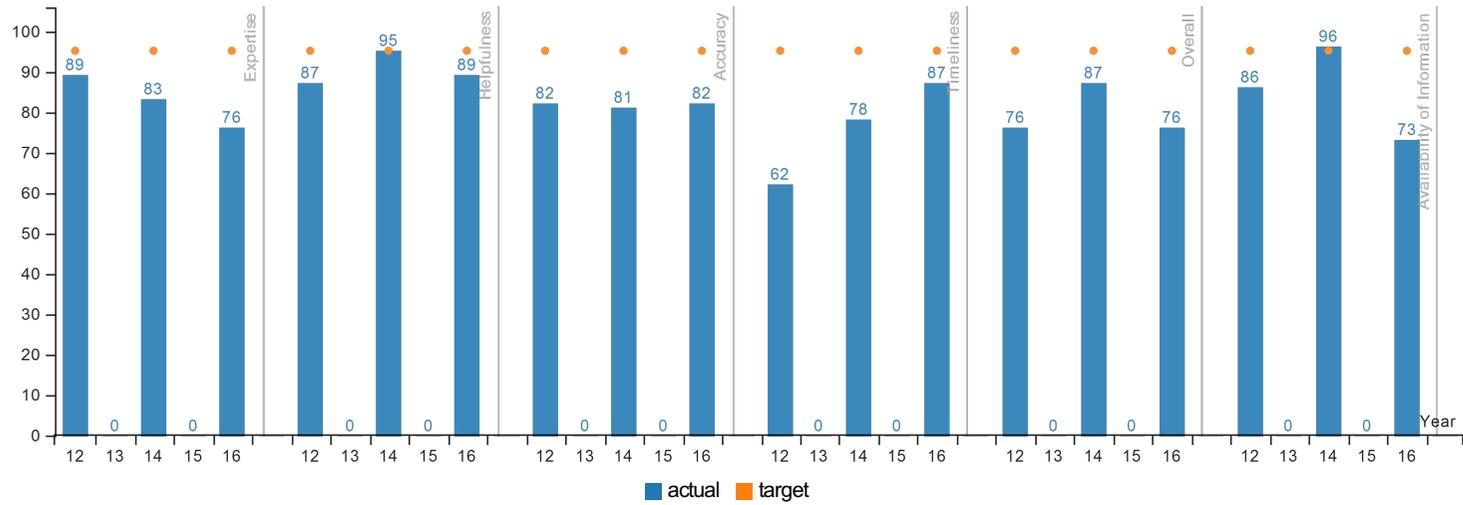
#### Factors Affecting Results

Historically, mediation “success” has been lower where the final outcome is interest arbitration, as opposed to a strike or final-offer implementation.

The agency provides mediation services for the parties under its jurisdiction. Mediators help parties reach a contract settlement, but the parties alone control whether a settlement occurs. Many factors that influence settlement are beyond the control of the mediator and parties. Such factors include, but are not limited to, the economy, health insurance costs, local and statewide political trends, and tax revenues.

This percentage is determined by the number of cases closed during the fiscal year and is based on whether the agency received an interest arbitration award in that fiscal year.

KPM #7	Customer Satisfaction - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2012	2013	2014	2015	2016
<b>Expertise</b>					
Actual	89%	No Data	83%	No Data	76%
Target	95%	TBD	95%	TBD	95%
<b>Helpfulness</b>					
Actual	87%	No Data	95%	No Data	89%
Target	95%	TBD	95%	TBD	95%
<b>Accuracy</b>					
Actual	82%	No Data	81%	No Data	82%
Target	95%	TBD	95%	TBD	95%
<b>Timeliness</b>					
Actual	62%	No Data	78%	No Data	87%
Target	95%	TBD	95%	TBD	95%
<b>Overall</b>					
Actual	76%	No Data	87%	No Data	76%
Target	95%	TBD	95%	TBD	95%
<b>Availability of Information</b>					
Actual	86%	No Data	96%	No Data	73%
Target	95%	TBD	95%	TBD	95%

**How Are We Doing**

The agency did not meet its target in any of the categories. There was an increase in the Timeliness category of 9%, and the Accuracy category of 1%.

**Factors Affecting Results**

The survey results are affected by a variety of factors, including: the small sample size of the returns, agency performance, an unfavorable result in a matter before the agency, and external economic circumstances.

The agency needs to improve the accuracy of the survey list to increase the chances that the survey reflects the experience of those who used the agency's services during the most recent fiscal year. To the extent applicable, the agency also needs to compare the survey results with objective performance measurements and identify areas for improvement.

The 2016 numbers reflect a percentage of 9.5% survey participation rate. 38 responders out of 399 surveys sent.