



**Ways and Means Joint Committee
on Transportation and Economic Development**

Presentation Supplemental Resource Document

February 3, 2025



2025 Ways and Means Committee Resource Document

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The Employment Department was created in 1993. The department is an active partner in the development of the state's workforce.

The Employment Department strives to promote the employment of Oregonians through developing a diversified, multi-skilled workforce, and providing support during periods of unemployment.

Through offices across the state, the department serves job seekers and employers by helping workers find suitable employment; providing qualified applicants for employers; supplying statewide and local labor market information; and providing unemployment insurance benefits to workers temporarily unemployed through no fault of their own.

The department administers paid leave benefits through the Paid Leave Oregon program. This program allows employees in Oregon to take paid time off for some of life's most important events that impact our families, health and safety.

The Employment Department offers a number of services. It serves employers through timely recruitment of a qualified workforce, customizing state and local labor market information for use as a business planning tool, and by offering job-matching services based on the needs of each employer.

Employment Department labor market economists and research analysts identify major workforce policy areas that require additional research and present their findings and ideas for solutions to decision makers. Statewide, regional, and local economic information is prepared for use by employers, community leaders, and policy makers.

The department helps job seekers find jobs that match their skills and employers' needs, provides them with up-to-date information about trends in occupations and skills needed for success in the job market, and works with other agencies to direct them to appropriate training programs and job experiences.

The Governor's Budget information will be available online at https://www.oregon.gov/employ/Agency/Documents/2025/2025-27_Governors_Budget_2025.01.30.pdf on Feb.

2025 - 2029 Strategic Plan

Oregon Employment Department Overview

The Oregon Employment Department (OED) is made up of roughly 1,800 employees who oversee programs that support businesses and promote employment. OED strives to create thriving communities and economic resilience across Oregon by empowering a skilled and supported workforce that meets the needs of current and emerging businesses.

OED's divisions and teams include:

Unemployment Insurance provides temporary financial aid to eligible individuals who have lost their jobs through no fault of their own and are actively seeking new employment.

Paid Leave Oregon provides paid time off from work to care for a family member with a serious illness, to bond with a new child, to care for one's own serious health condition, and to support survivors of sexual assault, domestic violence, harassment, or stalking, or bias crimes.



Workforce Operations has authority over and responsibility for Title III (Wagner-Peyser Act) of the Workforce Innovation and Opportunity Act. As a key stakeholder in WorkSource Oregon, Workforce Operations serves Oregon businesses by recruiting and referring the best-qualified applicants to jobs. It also provides resources to diverse job seekers in support of their employment needs.

Contributions and Recovery processes payroll reports to ensure that employer and employee contributions are allocated to fund the Unemployment Insurance and Paid Leave Oregon trust funds. The division also audits payroll reports, investigates employee wages, and supports fund-recovery from employers and claimants.

Workforce and Economic Research develops and distributes quality labor market information to promote in-formed decision making to both employers and job seekers, as well as local governments and the state legislature. Information is shared through reports, presentations, and newsletters; data and content are shared regularly on www.qualityinfo.org and through media outlets across Oregon.

Modernization is a multi-year initiative aimed at transforming the way OED serves customers by improving business processes and replacing or creating new systems to support the agency.

Shared Service Divisions support agency operations and include the following teams: Administrative Business Services, Human Resources, Information Technology Services, and the Director's Office, which includes the Equity and Inclusion Office, Communications, Legislative Affairs, Internal Audit, and Office of Strategy, Innovation, and Performance.

Oregon Employment Department | employ.oregon.gov

VISION

An Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community.

MISSION

Support Business. Promote Employment.

We administer programs that support financial stability for Oregon's workers and collaborate to provide resources, including quality data and information, to connect the needs of employers and job seekers.

OPERATING PRINCIPLES

- ↪ We are conscientious stewards of public resources.
- ↪ We are accountable for our actions.
- ↪ We are inclusive and transparent in our decision-making.
- ↪ We partner to address community needs.
- ↪ We promote a positive and safe learning environment.
- ↪ We work hard and support employee wellbeing.

VALUES

Integrity. We lead with honesty, service, and personal responsibility, always seeking opportunities for continued learning.

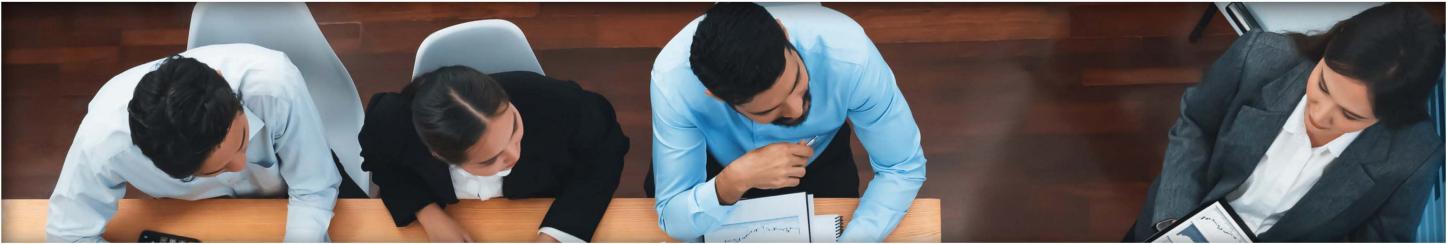
Respect. We value our staff, customers, and partners. We promote an inclusive environment, assume good intent, and treat others with courtesy and compassion.

Community. We foster a sense of belonging, and strive for accessibility and engagement to create positive impacts where we live and work.



EQUITY STATEMENT

We foster fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a survivor of domestic violence, harassment, sexual assault, or stalking. This applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. Our goal is to be an employer of choice for individuals of all backgrounds and to promote an inclusive workplace culture that encourages diversity and allows employees to excel.



THE PLANNING PROCESS

At the core of OED's strategic planning framework lies a commitment to results-based accountability and continuous improvement principles. This framework starts with identifying performance measures that describe "how well we are doing" and if "customers are better off." To meet Governor Kotek's expectations for state agencies, to effectively manage public resources, and to support existing customer-focused priorities, OED leadership chose to build on the foundation of the department's last-adopted strategic plan – keeping most of OED's core vision, mission, values, and operating principles the same.

The planning process included identifying agency priorities based on conversations and insights the agency received from customers, partners, and staff¹. The feedback the agency collected and reviewed addressed these four central questions:

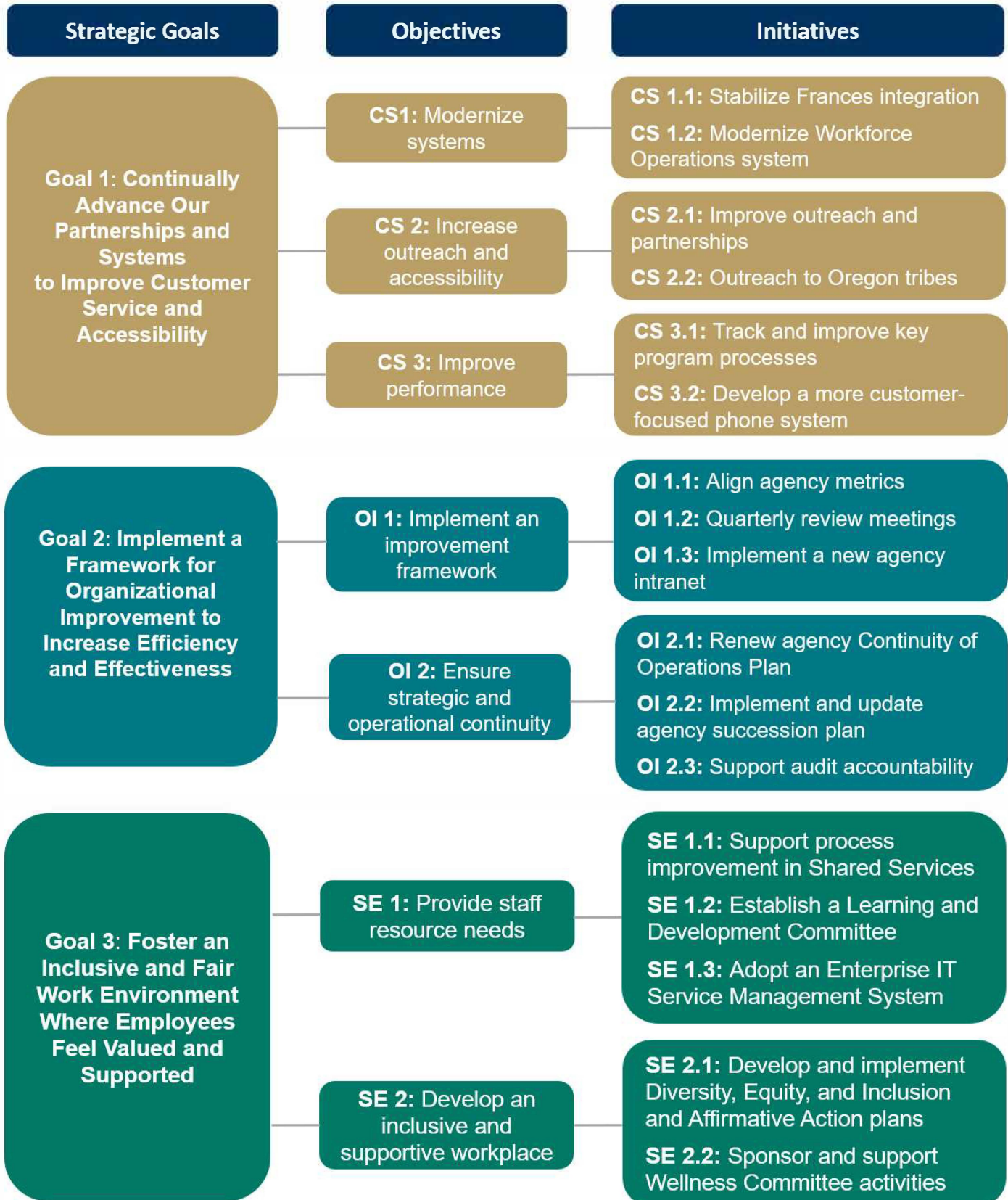
- How can OED better serve customers, both internal and external?
- What are the agency's strengths and weaknesses?
- What environmental factors impact the agency's work?
- What are the challenges and opportunities facing OED?

Based on these agency insights, OED's leadership team identified three strategic goals:

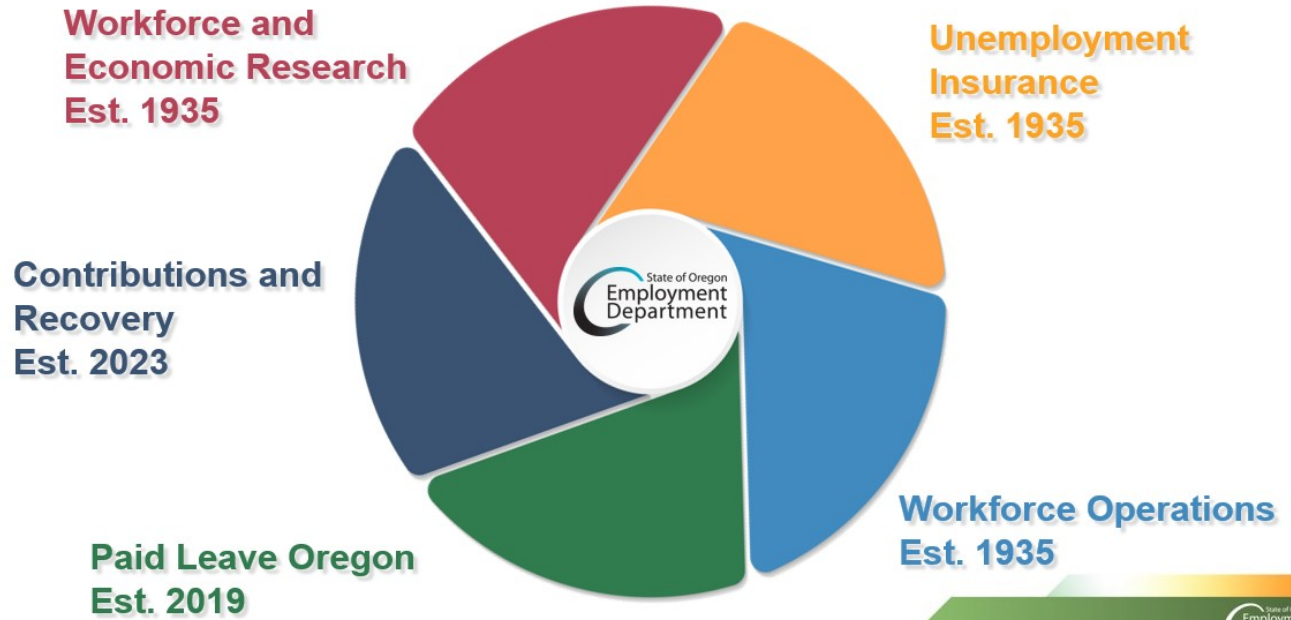
Goal 1: Continually advance our partnerships and systems to improve customer service and accessibility	Goal 2: Implement a framework for organizational improvement to increase efficiency and effectiveness	Goal 3: Foster an inclusive and fair work environment where employees feel valued and supported

¹ OED gathered feedback and insights from multiple sources to inform agency strategic goals and initiatives. The agency considered information collected through the Unemployment Equitable Access Grant, Paid Leave Key Performance Indicators Workgroups, surveys of program customers, consultant reports, and OED staff surveys and conversations. An agency PESTLE and SWOT analysis is an addendum to this plan.

OREGON EMPLOYMENT DEPARTMENT 2025-2029 STRATEGIC GOALS, OBJECTIVES, AND INITIATIVES



Our Core Programs



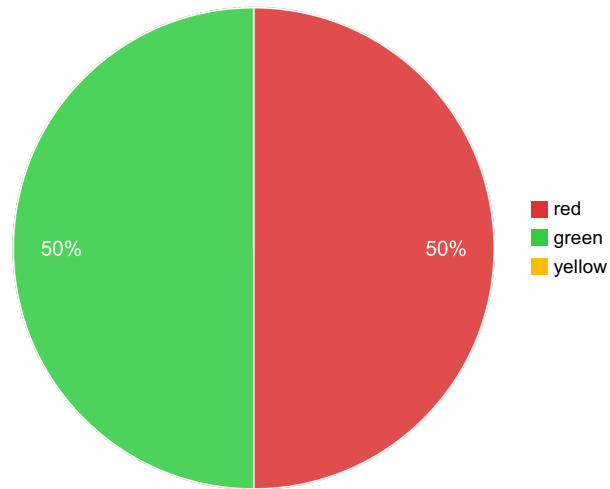
Employment Department

Annual Performance Progress Report

Reporting Year 2024

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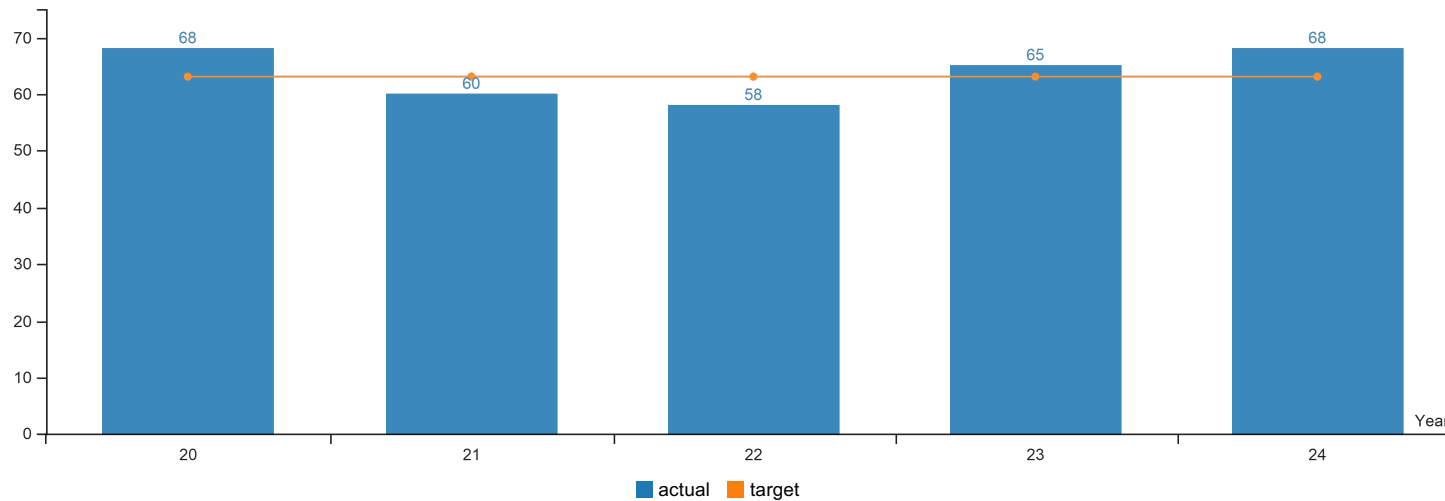
KPM #	Approved Key Performance Measures (KPMs)
1	ENTERED EMPLOYMENT - Percentage of job seekers who receive service from Workforce Operations that are still employed after six months.
2	EMPLOYMENT RETENTION - Percent of job seekers who receive service from Workforce Operations that are still employed after 12 months.
3	COST PER PLACEMENT - Total cost of Workforce Operations (Business & Employment Services) program divided by the total number of job seekers entered into employment after receiving services.
4	FIRST PAYMENT TIMELINESS - Percentage of initial Unemployment Insurance payments made within 21 days of eligibility.
5	NON-MONETARY DETERMINATIONS TIMELINESS - Percentage of claims that are adjudicated within 21 days of issue detection.
6	UNEMPLOYMENT INSURANCE ADMINISTRATIVE COSTS AS A PERCENT OF BENEFITS PAID - Compares dollars paid to unemployed workers against the cost of providing those benefits. Specifically, all costs associated with Unemployment Insurance administration, including related Department of Justice and Office of Administrative Hearings costs, less Re-Employment Eligibility Assessments and State Government Service Charges, divided by Total Unemployment Insurance Benefits paid.
7	UNEMPLOYMENT INSURANCE APPEALS TIMELINESS - Percentage 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 - Average cost of hearing referral to the Office of Administrative Hearings.
11	HIGHER AUTHORITY APPEALS TIMELINESS - Percentage of cases requesting an appeal that receive a decision within 45 days of the date of request.
12	TIMELINESS OF NEW STATUS DETERMINATIONS - Percentage of new status determinations completed within 90 days of the end of the liable quarter.
13	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent," including overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
14	FOUNDATIONAL SURVEY RESPONSE RATE - Ordinary (non-weighted) arithmetic mean of four annual response rates: (1) Occupational Employment Statistics employment; (2) Occupational Employment Statistics units; (3) Annual Refiling Survey employment; and (4) Annual Refiling Survey units.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	0%	50%

KPM #1	ENTERED EMPLOYMENT - Percentage of job seekers who receive service from Workforce Operations that are still employed after six months.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Entered Employment - Percent of Job Seekers who got a Job with New Employer					
Actual	68%	60%	58%	65%	68%
Target	63%	63%	63%	63%	63%

How Are We Doing

PERFORMANCE: The 6-month Entered Employment Rate (EER) for State Fiscal Year (SFY) 2024 is 68%. This is five percentage points above the target of 63%.

OUR STRATEGY: To improve employment outcomes by providing services, in collaboration with our workforce partners, which are customized to the needs of individual job seekers and help prepare them to plan and carry out a successful job search.

ABOUT THE TARGET: Targets are negotiated directly between the U.S. Department of Labor and the Oregon Employment Department (the Department). A higher percentage is better.

HOW WE COMPARE: The performance in SFY 2024 was 68% compared to 65% in 2023 and 58% in 2022. The national average for SFY 2023 was 68% (national data for SFY 2024 is not yet available). Of note, SFY 2023 regional performance varied across states with Alaska reporting 69%, Arizona 61%, California 61%, Hawaii 58%, Idaho 70%, and Washington 64%.

Factors Affecting Results

This measure has benefited from Oregon's strong labor market conditions, where job openings continue to outnumber the unemployed. Unemployment rates also remain near record lows, between 4.0% and 4.2% since October 2023, levels many economists consider full employment.

Despite the state's strong economic conditions, the EER in SFY 2024 for many groups facing barriers to employment was well below the 68% statewide average: long-term unemployed (56%), low-income (64%), displaced homemakers (59%), houseless individuals (59%), individuals with disabilities (59%), and those experiencing re-entry (58%). Challenges returning to work include lack of current and transferable skills, employment gaps, transportation, childcare, housing stability, and other factors disproportionately affecting underserved and underrepresented communities.

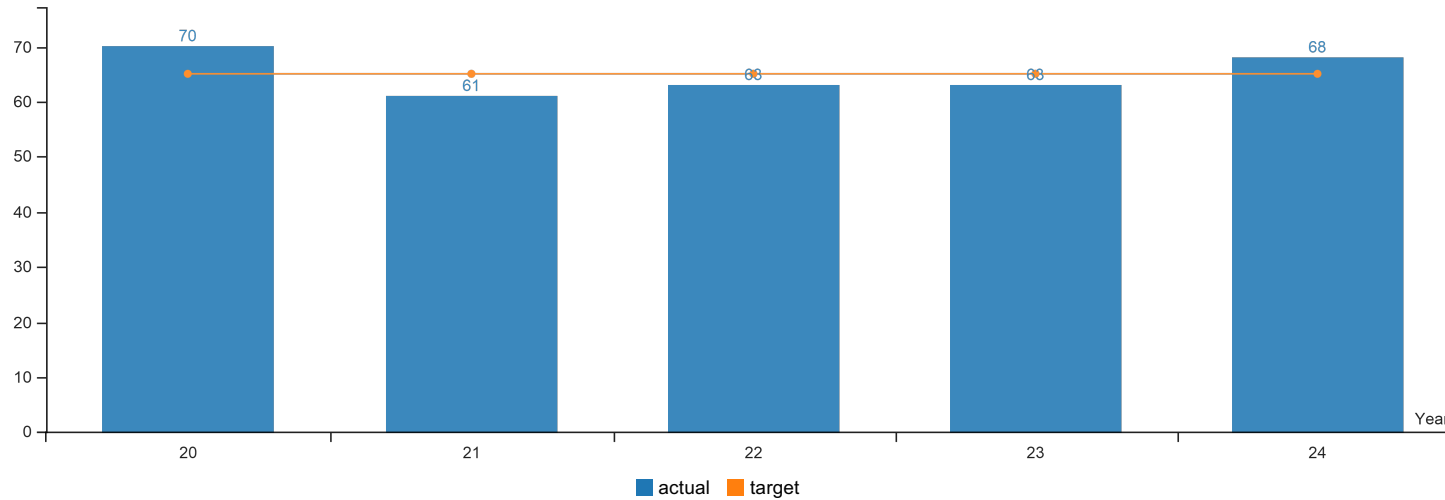
We continue to provide reemployment services to job seekers in person and virtually, focusing on Unemployment Insurance claimants, migrant and seasonal farmworkers, Supplemental Nutrition Assistance Program (SNAP) recipients, Veterans, and other targeted and underrepresented populations. Examples of reemployment services include virtual job-finding workshops; customized labor market and career information; local resource rooms equipped with computers, phones, and photocopy machines; job fairs and networking events; and support services (transportation assistance, work-related clothing, etc.) through the SNAP Training and Employment Program and other grants.

As part of our integrated service delivery approach, staff also work to connect job seekers with workforce services, including partner organizations that provide targeted populations such as dislocated workers and youth with career development and skills training opportunities. One innovative example of this work includes outreach to two correctional institutions (Warner Creek and Deer Ridge) to provide one-on-one assistance to adults in custody and connect them to a WorkSource center before release. Other examples are stationing Trade Act navigators in local WorkSource centers to provide job-placement assistance to Trade Act participants and launching a new business model in 2023 to streamline and improve outreach efforts to migrant and seasonal farmworkers throughout the state.

We continue to invest in business services, using a regional business services model to support workforce investment activities and help local businesses find and build their workforce. We have been successful in using this model to create business services teams and creating a single point of contact across the state. Improved communication and coordination of service delivery between workforce partners has resulted from this braided service approach and allowed for more streamlined and targeted placement of WorkSource Oregon customers, particularly those facing barriers to employment.

KPM #2	EMPLOYMENT RETENTION - Percent of job seekers who receive service from Workforce Operations that are still employed after 12 months.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Employment Retention					
Actual	70%	61%	63%	63%	68%
Target	65%	65%	65%	65%	65%

How Are We Doing

PERFORMANCE: The 12-month Employment Retention Rate (ERR) for SFY 2024 is 68%. This is three percentage points above the target of 65%.

OUR STRATEGY: To improve long-term employment outcomes by providing services, in collaboration with our workforce partners, that are customized to the needs of individual job seekers and address potential barriers to employment.

ABOUT THE TARGET: Targets are negotiated directly between the U.S. Department of Labor and the Oregon Employment Department (the Department). A higher percentage is better.

HOW WE COMPARE: The performance was 68% in SFY 2024, five percentage points higher than in 2023. The national average for SFY 2023 was 67% (national data for SFY 2024 is not yet available). Of note, SFY 2023 regional performance varied across states with Alaska reporting 67%, Arizona 55%, California 61%, Hawaii 64%, Idaho 67%, and Washington 63%.

Factors Affecting Results

Like KPM #1, this measure benefits from favorable labor market conditions. The SFY 2024 ERR of 68% exceeded its annual target in 2024, despite a gradual rise in seasonally adjusted unemployment from 3.6% in July 2023 to 4.1% in June 2024.

Despite the state besting its target for this measure, it's important to highlight that the ERR for many groups facing barriers to employment was well below the 68% statewide average: low-income (64%), long-term unemployed (55%), displaced homemakers (58%), people experiencing houselessness (58%), individuals with disabilities (57%), and those experiencing re-entry (55%).

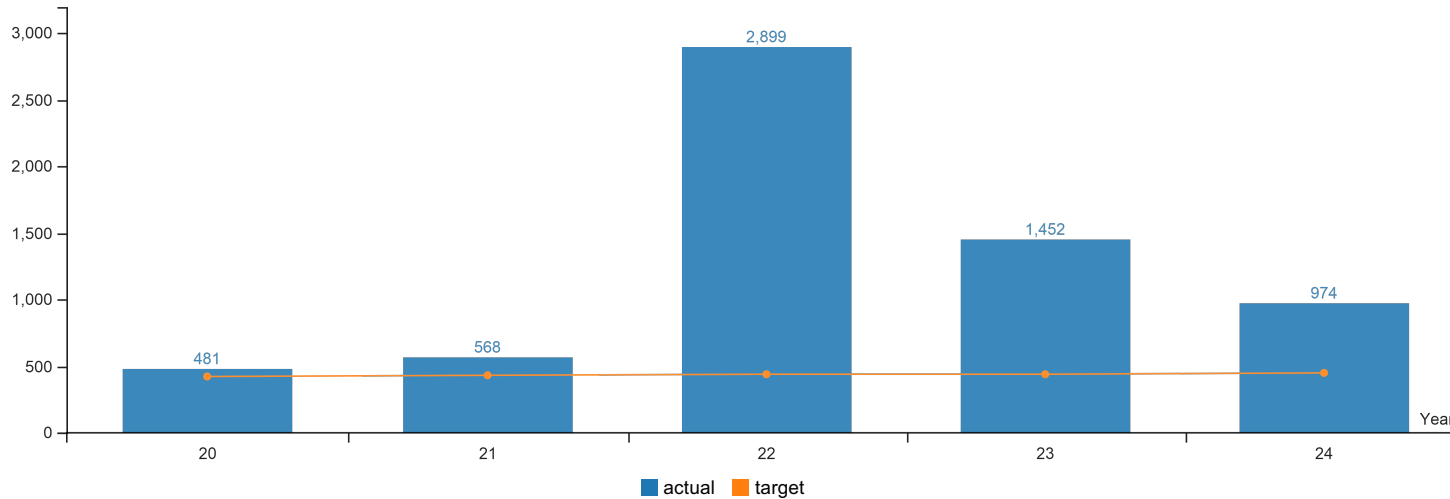
To address the reemployment needs of those facing barriers, we employ a braided service delivery strategy to identify an individual's needs and co-enroll them with workforce programs for which they may be eligible. These programs include SNAP Training and Employment, Trade Adjustment Assistance for Workers, Workforce Innovation and Opportunity Act Title 1 Adult and Dislocated Worker, and National Farmworkers Jobs Program. These programs complement our core labor exchange and job-matching services through case management, re-training, financial assistance with transportation, tools, clothing, and other job-related expenses, and follow-up (retention) services to support individuals who have entered unsubsidized employment.

A strong alignment between the employer's needs and the job seeker's interests and skills improves job retention. Prior results reflected a high percentage of workers who gained employment after receiving workforce services remained employed, indicating a good match was made between employers and new hires.

To build on that success, we have launched several initiatives in recent years that appear to be paying off as evidenced by the improved ERR in SFY 2024. Staff meet on-site with employers as part of the recruitment process to learn about their workforce needs. They build a LinkedIn partnership for employers to match to and network with WorkSource Oregon candidates through an online recruiter platform. They hire job developers to help connect job seekers facing barriers to employment with businesses, and they help improve the employability of job seekers through the identification of their job readiness skills in areas such as interviewing, resumes, soft skills, and career development.

KPM #3	COST PER PLACEMENT - Total cost of Workforce Operations (Business & Employment Services) program divided by the total number of job seekers entered into employment after receiving services.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Cost per Placement					
Actual	\$481.00	\$568.00	\$2,899.00	\$1,452.00	\$974.00
Target	\$424.00	\$433.00	\$441.00	\$441.00	\$451.00

How Are We Doing

PERFORMANCE: The number of placements in SFY 2024 was 57,861 and expenditures in Workforce Operations were \$56,353,640. This translates to a cost per placement of \$974, which is 116% higher (worse) than the target. On a positive note, the cost per placement decreased for the second consecutive year since reaching a high of \$2,899 in SFY 2022. (SFY 2022 performance was significantly impacted by the pandemic, with low placement numbers of 18,541, while costs remained relatively unchanged.)

OUR STRATEGY: To continue monitoring budgetary constraints and fiscal responsibility. We continue to work with our WorkSource Oregon partners to leverage resources, reduce costs, and address changing customer needs while seeking to improve outcomes across local communities.

ABOUT THE TARGET: Cost per placement measures the cost of the program between fiscal years. The targets will be adjusted for inflation each biennium by a maximum of 4%. A lower cost is better.

HOW WE COMPARE: The cost per placement decreased by 33% between SFY 2024 and SFY 2023, when it was \$1,452. Cost per placement fell by \$1,925 (-66%) since SFY 2022 when it reached \$2,889. There is not a national measure compiled for comparison.

Factors Affecting Results

Placements are a direct result of the number of individuals served by staff in WorkSource centers. Simply put, fewer people using the centers impacts placements. While individuals receiving services has increased each year since reaching a record low in SFY 2021 during the pandemic, they remain below pre-pandemic levels. As a comparison, we served 115,379 individuals in SFY 2020

compared to 105,328 in SFY 2024—a decrease of almost 9%.

Several factors may explain why fewer customers are being served at WorkSource centers. First, the unemployment rate in Oregon has been well below 5% since April 2021, reaching a record low of 3.4% in April and May of 2023. Second, the overall share of the population participating in the labor force has dropped. According to the U.S. Bureau of Labor and Statistics, the national labor force participation rate in June 2024 was 62.6%, down from 63.3% in February 2020 and 67.2% in January 2001. According to a 2022 survey by the U.S. Chamber of Commerce, labor force participation is impacted by retirements, prioritizing personal growth or focusing on acquiring new skills or education over searching for a job, and deciding that returning to work is not essential are some of the reasons. Third, public job boards have expanded significantly in recent years with the rise in artificial intelligence and data analytics. And finally, a generation raised in a largely digital age with access to smartphones and other technology to search for employment may be less inclined to register with the public labor exchange.

Another factor negatively impacting this measure is inflation. According to the U.S. Bureau of Labor and Statistics, the average inflation rate was 4.7% in 2021, 8.0% in 2022 and 4.1% in 2023. Before 2021, the average rate was 2.4% or below between 2012 and 2020.

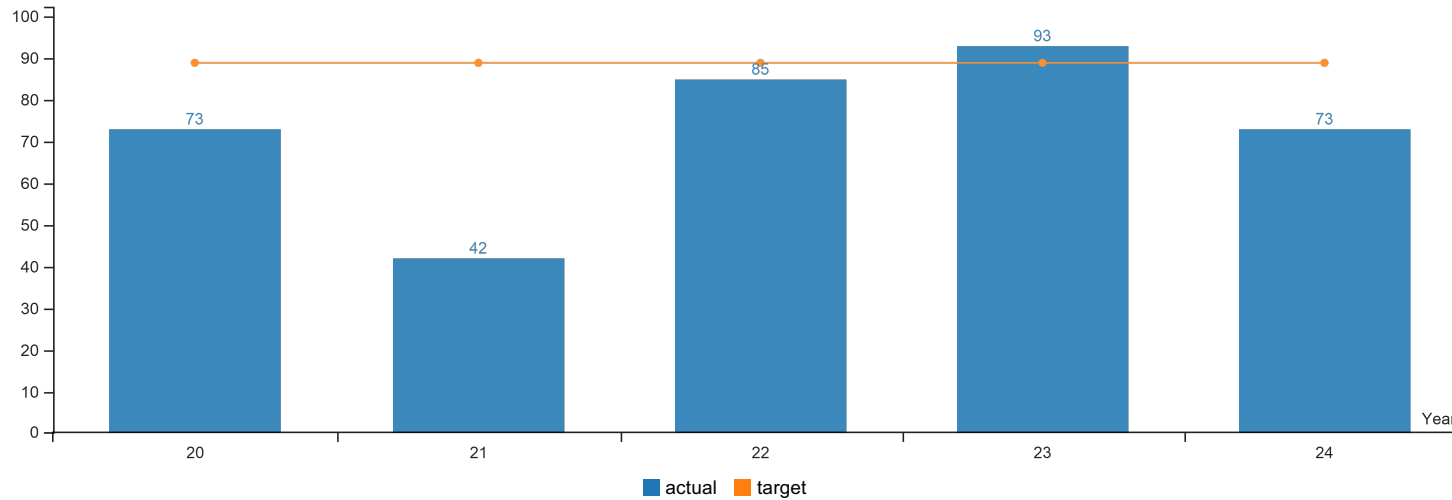
To help contain costs, we implemented the statewide service delivery model in March of 2023. This model allows staff across the state to serve job seekers by video conference regardless of customer location, thus increasing operational efficiency by leveraging staff resources. Additional measures include working closely with our workforce partners to leverage resources through shared facilities, and a strategic business model that emphasizes co-enrollment across workforce programs where appropriate.

To help job seekers find work, our business processes have and will continue to adapt. This includes a strong focus on helping underrepresented and vulnerable populations such as Unemployment Insurance claimants, long-term unemployed, SNAP recipients, migrant and seasonal farmworkers, and Veterans. This service delivery strategy aligns with our federal funders' expectations that workforce programs provide a higher level of intensive, customized service to individuals facing barriers. It's important to note that this work often requires more time and resources, thus increasing service delivery costs.

And finally, we will continue working with state and local WorkSource partners to effectively address the labor needs of businesses and to connect job seekers to available employment opportunities and leverage resources. We have had success providing customized services to employers and tailoring job seeker services to meet local demand. This program continues to produce higher levels of employer satisfaction and demand continues to grow. To meet this demand, business services representatives are focusing on job development and other placement strategies such as partnering with LinkedIn to connect job seekers with employment opportunities through an online recruiter platform, hosting job fairs and open houses, using a standardized set of criteria to assess an individual's work readiness skills to increase their chances of being a successful candidate, and pairing work ready candidates with career development coordinators who help them achieve their career goals through one-on-one coaching and connecting them to on-the-job training and employment opportunities.

KPM #4	FIRST PAYMENT TIMELINESS - Percentage of initial Unemployment Insurance payments made within 21 days of eligibility.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
First Pay Timeliness					
Actual	73%	42%	85%	93%	73%
Target	89%	89%	89%	89%	89%

How Are We Doing

PERFORMANCE: The timeliness of first payments was 73% in SFY 2024, which is lower (worse) than the target of 89%.

OUR STRATEGY: We work in pursuit of efficiencies by streamlining UI processes and leveraging new technologies, which improve timeliness and the customer experience. We continue hiring and training employees and updating the employee training process and support tools. We are monitoring performance metrics and anticipating when and where reallocation of resources can improve performance.

ABOUT THE TARGET: The 89% target for this measurement was established in the 2019-21 biennium. This is 2% higher than the US Department of Labor (DOL) target. The percentage of claims paid within 21 days of the initial claim filing reflects the efficiency of determining eligibility and giving unemployed workers their first benefit payment. A higher percentage of timely first payments is better.

HOW WE COMPARE: The measure ranged from 42% to 93% between SFY 2019 and SFY 2024. The performance in SFY 2023 of 93% was above the average national performance of 68%. The performance in SFY 2024 of 73% was below the average national performance of 79%.

Factors Affecting Results

We continue to prioritize timely benefit payments. We are challenged to meet this measure due to chronic federal underfunding.

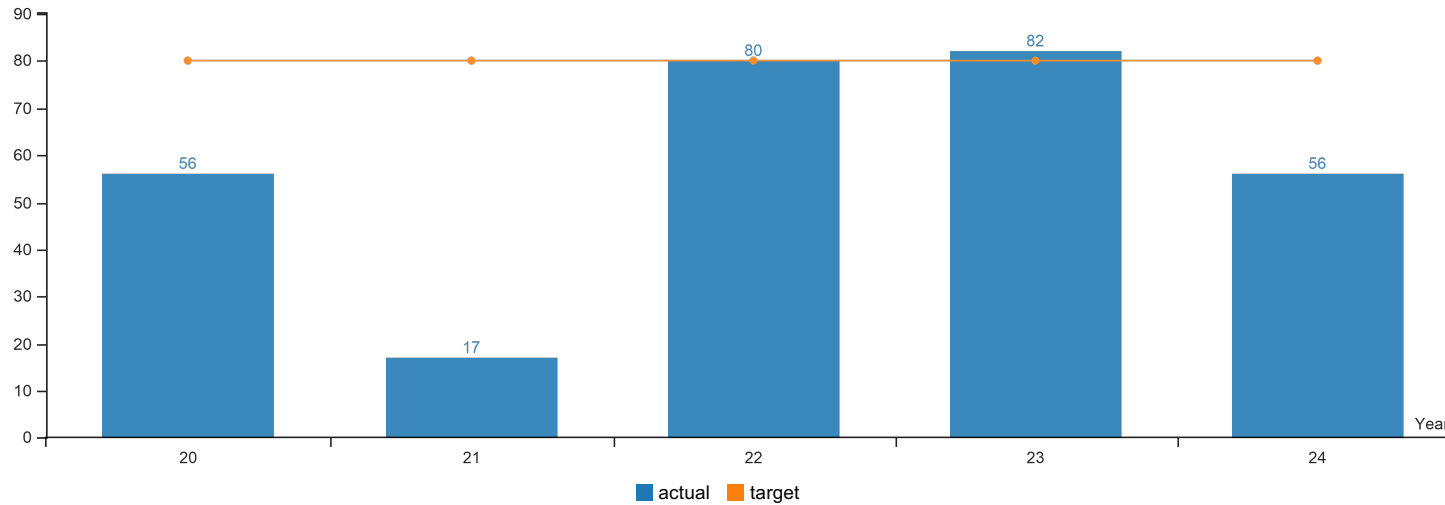
Processing initial claims within four to seven days of filing positively affects first-pay timeliness, as does resolving 80% of issues on claims within 14 days. High call volume and backlogs in

administrative appeals of our decisions negatively affect first-pay timeliness. We were additionally challenged during the transition from legacy computer systems to the modernized Frances system, which resulted in service delays as employees and customers adapted and gained proficiency using the new system.

We continue to develop comprehensive reporting dashboards in the new modernized system to better measure and monitor how quickly we process initial claims, call volume, non-monetary determinations, suspended claims, and investigation workloads. We are also updating reporting dashboards specific to first-pay timeliness to measure and monitor the workloads that significantly affect the metric and ensure we are correctly prioritizing those workloads. The process changes and efficiencies gained through Modernization improve visibility into the workload and are anticipated to mitigate some of the negative impacts on this metric in the coming years.

KPM #5	NON-MONETARY DETERMINATIONS TIMELINESS - Percentage of claims that are adjudicated within 21 days of issue detection.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percent of Claims that are Adjudicated with 21 days (Non-Monetary Determinations Timeliness)					
Actual	56%	17%	80%	82%	56%
Target	80%	80%	80%	80%	80%

How Are We Doing

PERFORMANCE: The percent of timely non-monetary determinations was 56% in SFY 2024, falling short of its 80% target.

OUR STRATEGY: To seek new efficiencies through the modernized Frances system and related process improvements that will result in improved timeliness without adversely impacting other customer service standards, including developing new tools and reviewing and revising production standards. Telephone system capabilities are being leveraged to provide better data, allowing us to have adjudicators, who issue non-monetary decisions, spend more time focused on that work. We have prioritized getting all adjudicator positions filled and building the skills and experience needed for employees to be able to resolve claim issues quickly.

ABOUT THE TARGET: The 80% target is the target established by the DOL. A higher percentage of non-monetary determinations adjudicated within 21 days is better.

HOW WE COMPARE: This measure has ranged from 17% to 82% between SFY 2019 and SFY 2023. The performance of 82% in SFY 2023 is above the average national performance of 58%. The performance of 56% in SFY 2024 is below the average national performance of 63%.

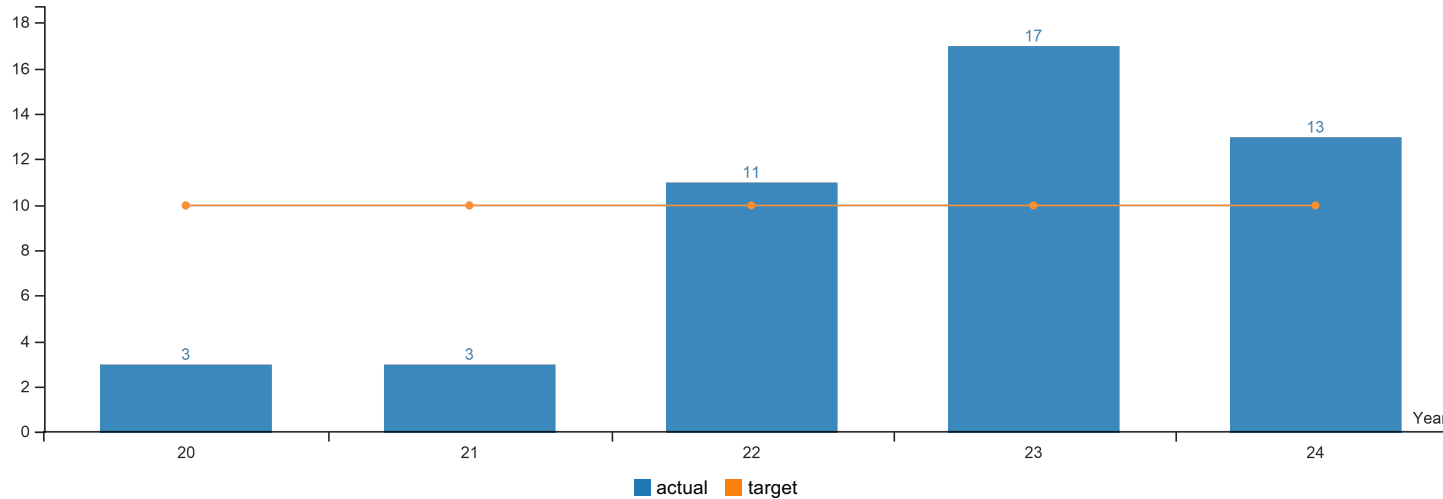
Factors Affecting Results

Declining federal revenue led us to reduce staffing levels, which negatively impacted performance. The volume of staff has reduced since the end of the COVID-19 pandemic, and the complexity of laws has continued to increase. Due to the reduction in staff, it has been and continues to be a challenge to balance the need to make determinations quickly and have as complete information as possible to minimize fraud, potential overpayments, and improper denials of benefits.

Pandemic conditions resulted in historically low performance for non-monetary timeliness, and it continues to be challenging to meet this measure due to long-term pressures from added program requirements and inadequate federal funding. Until March 2024, outdated technology contributed to our challenges by significantly limiting opportunities to shift work processes or adapt to shifting workloads. On March 4, 2024, we modernized business processes and technology systems for UI programs. After an anticipated, and brief, decline in performance after modernization during which staff gained knowledge and proficiency using the new system, our overall performance in this area has begun to show improvement. While modernization is a multi-year endeavor, the modernized system and processes allow for more automation and upfront fact-finding, improving the timeliness of non-monetary determinations.

KPM #6	UNEMPLOYMENT INSURANCE ADMINISTRATIVE COSTS AS A PERCENT OF BENEFITS PAID - Compares dollars paid to unemployed workers against the cost of providing those benefits. Specifically, all costs associated with Unemployment Insurance administration, including related Department of Justice and Office of Administrative Hearings costs, less Re-Employment Eligibility Assessments and State Government Service Charges, divided by Total Unemployment Insurance Benefits paid.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
UNEMPLOYMENT INSURANCE ADMINISTRATIVE COSTS AS A PERCENT OF BENEFITS PAID					
Actual	3%	3%	11%	17%	13%
Target	10%	10%	10%	10%	10%

How Are We Doing

PERFORMANCE: Controllable administrative costs were \$96,816,563 and benefit payments were \$769,185,284 in SFY 2024 resulting in cost relative to benefits paid of 13%. This is higher (worse) than the target of 10%.

OUR STRATEGY: To continue pursuing efficiencies from centralization and new technology implementation to streamline UI processes to improve timeliness and customer service. This pursuit focuses, in part, on expanding ways in which the public can more easily gain self-service access and get information that traditionally required staff involvement.

ABOUT THE TARGET: The target for this measurement was 10% in the 2017 Legislative Session. As a newer measurement, there was minimal historical data to set this target. The cost divided by benefits paid ratio reflects the efficiency of making benefit payments. A lower percentage is better.

HOW WE COMPARE: The 13% measure in SFY 2024 was four percentage points lower than SFY 2023. The measure was 12% in 2018 and 2019, 3% in 2020 and 2021, and 11% in 2022. There is not a national measure compiled for comparison.

Factors Affecting Results

In our experience, administrative costs, as a percent of benefits paid, tend to be lower (better) during recessionary periods and higher (worse) in a strong economy. During a recession, benefits paid increase faster than administrative costs because more people claim more benefits for a longer period.

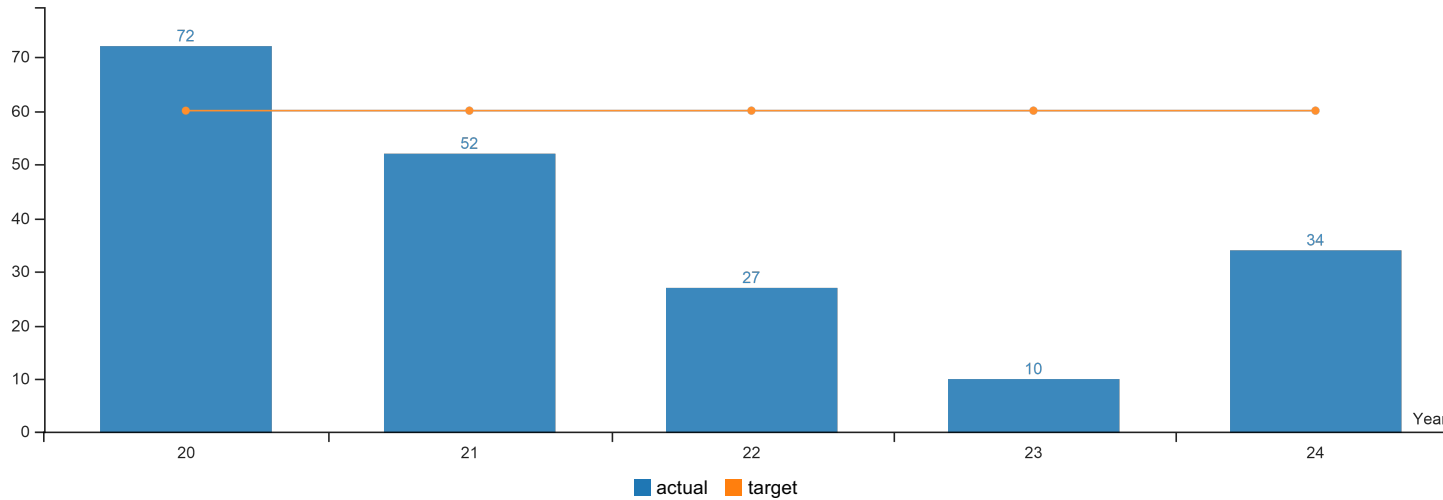
The low ratios in 2020 and 2021 were due to the CARES Act, Continued Assistance Act (CAA), and American Rescue Plan Act (ARPA). These created new federal benefit programs that increased benefit payments: Federal Pandemic Unemployment Compensation (FPUC) and Pandemic Emergency Unemployment Compensation (PEUC). However, as the economy improved and fewer benefits were paid out, this measure has moved toward the historical average. The currently higher ratio represents investments in building skills, tools, and infrastructure that will ultimately increase efficiency. In addition to our modernized UI and Paid Leave system, examples of these investments include updating performance measures and creating individual performance scorecards to let team members and supervisors see their performance, creating performance dashboards that allow program leadership to track the overall health and direction of the program, revising all UI benefit letters, and developing modular self-directed UI training that managers can assign and team member can access individually.

We have implemented the modernized UI system. The modernized UI contributions systems went live in September 2022 and the modernized UI benefits systems went live in March 2024. The modernized system offers many self-service options and automates many manual processes. We anticipated and realized an initial decrease in productivity as team members learned the new system before productivity gains were recognized. We continue to work on system operations and enhancements to improve and automate many processes that have been manual in our legacy system.

Automating claims processes and modernizing the technical and business environments will improve staff efficiency, allowing increased opportunities to improve customers' experience navigating the UI program. We remain focused on increasing self-service options for the public to improve customer service.

KPM #7 UNEMPLOYMENT INSURANCE APPEALS TIMELINESS - Percentage of cases requesting a hearing that are heard or are otherwise resolved within 30 days of the date of request.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Unemployment Insurance Appeals Timeliness					
Actual	72%	52%	27%	10%	34%
Target	60%	60%	60%	60%	60%

How Are We Doing

PERFORMANCE: The percent of timely UI appeals was 34% in SFY 2024, which is below (worse than) the target of 60%.

OUR STRATEGY: Toward the end of the previous biennium, The Office of Administrative Hearings (OAH) responded by roughly doubling the size of staff focused on UI program appeals. This staff increase was accomplished by leveraging creative recruitment and budget practices that included hiring both limited duration positions and offering job rotations for qualified OED adjudicators. OAH also shifted and reprioritized existing resources. The budget for 23-25 reflects a permanent adoption of this strategy by making limited duration positions permanent and even further increasing staffing levels. As a result of these practices, OAH has made significant progress on clearing the UI lower appeals backlog. A further round of hiring is planned for fall of 2023, with the aim of permanently bolstering capacity in OAH’s UI program.

ABOUT THE TARGETS: For UI cases, timeliness is defined as the percentage of cases in which a party has requested a hearing that are heard or otherwise resolved within 30 days of a hearing request. The target of 60% is the target established by the U.S. Department of Labor. A higher percentage is better.

HOW WE COMPARE: SFY 2024 performance was 34%, significantly above the 10% reached in SFY 2023. The measure varied from 27% to 83% during SFY 2018-2022.

Factors Affecting Results

For many years the OAH has exceeded the targets set by the DOL. As recently as the fiscal year ending June 30, 2020, the OAH issued decisions in 72% of all UI appeals within 30 days of the hearing request; a number that exceeded federal standards. The COVID-19 pandemic resulted in unprecedented demand for Oregon’s unemployment benefits system. Record numbers of

Oregonians filed initial claims resulting in a backlog in adjudication. As this demand worked through the system to lower appeals it naturally resulted in a significant increase in requests for a UI hearing, beginning in December of 2020. At the time these hearing requests were received by OAH and many had already passed the 30-day timeliness standard. During previous economic downturns, associated workload increases occurred over a more protracted timeframe. However, because of the pandemic, OAH experienced a sharp spike in workload for 2-3 weeks.

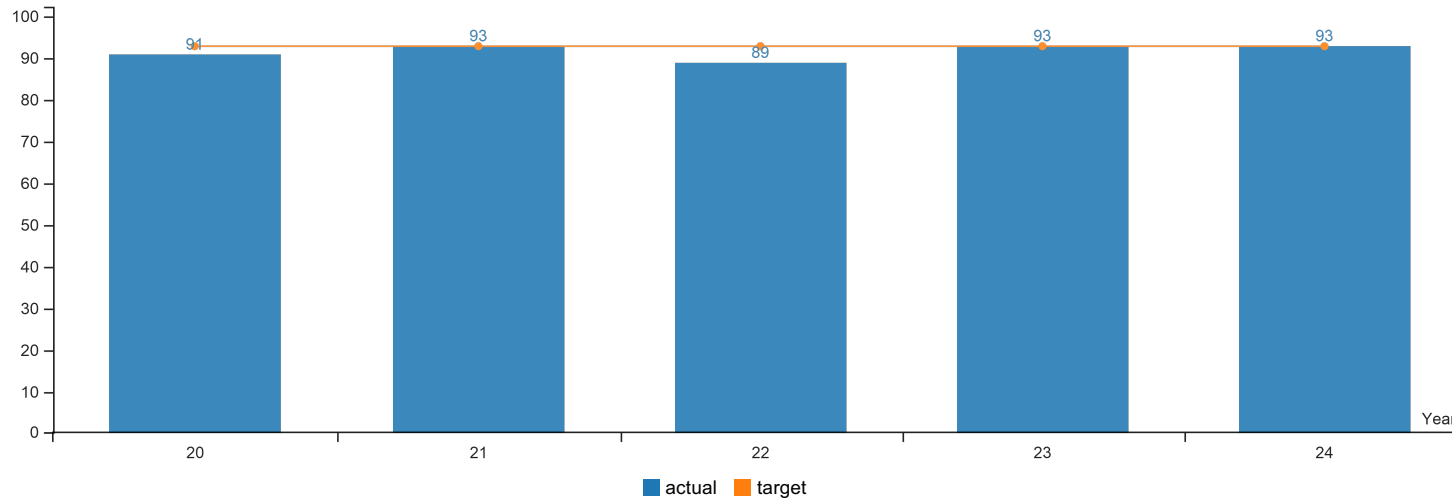
Hearing requests have continued at near record levels from January 1, 2019, to July 1, 2019, receiving 6,121 UI referrals; yet, for the same period in 2022, OAH received 9,544 UI referrals (roughly a 56% increase). Most of these cases are related to the COVID-19 pandemic, including CARES Act cases and work separations. OAH responded by bringing a record number of staff into the UI program. Recruitment began in May 2022 when we hired 14 additional staff, which doubled the size of staff focused on UI program appeals. OAH leveraged creative recruitment and budget practices for these positions, hiring both for limited-duration positions and offering job rotations for qualifying OED adjudicators. These new Administrative Law Judges (ALJ) began their work in late August of 2022. Additionally, ALJs from other program areas assisted by offering to take on UI cases as time allowed. This has resulted in significant progress toward clearing the UI backlog.

While OAH made significant progress during the second half of the reporting period, this was only achievable after a significant increase in staffing levels. Unfortunately, just as staffing was ramping up at OAH, OED experienced a tandem negative impact on resources. Starting in Q4 2022, due to reductions in staffing at the Employment Department, the majority of unemployment insurance hearing requests forwarded to OAH were untimely. A large backlog of hearing requests built up at OED and these hearing requests began to age. Therefore, even as OAH doubled the size of the UI lower appeals program, a significant portion of the hearing requests OAH received during this timeframe were already past the target for KPM #7. The confluence of these factors greatly and negatively affected KPM #7. However, it should be noted that since the end of the reporting period, OED has made great strides in compressing timelines during the referral process. Currently, most lower appeals referrals are well within achievable time standards. In addition, OED and OAH have cooperated to sign a service-level agreement that bolsters our commitment to working together on this issue.

As OAH works through these old cases, KPM #7 will suffer in the short term. By prioritizing this work, timeliness standards are negatively impacted due to the age of cases. Referrals have also remained at higher than historic averages. To respond during the 2023-25 biennium, OAH permanently adopted increased capacity across the UI program by making limited-duration positions permanent and leveraging even further recruitment. As part of this strategic plan, OAH hired additional ALJ 1s in the fall of 2023. These new positions were cross trained on UI and Paid Leave Oregon appeals. A new management position was also created to supervise a larger team of ALJs.

KPM #8	NON-UNEMPLOYMENT INSURANCE APPEALS TIMELINESS - Percentage of orders issued within the standards established by the user agencies.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Non-UI Appeals Timeliness					
Actual	91%	93%	89%	93%	93%
Target	93%	93%	93%	93%	93%

How Are We Doing

PERFORMANCE: The percentage of non-UI cases disposed of within the standards for SFY 2024 was 93%, which is equal to the target of 93%.

OUR STRATEGY: Primarily, agencies that use our services establish the timeliness standards for non-UI appeals. The OAH monitors decision deadlines to ensure orders are issued within established timeframes.

ABOUT THE TARGETS: Most timeliness standards for non-UI hearings are established by agencies who use our services. A higher percentage of orders issued within the standard set by the user agency is better.

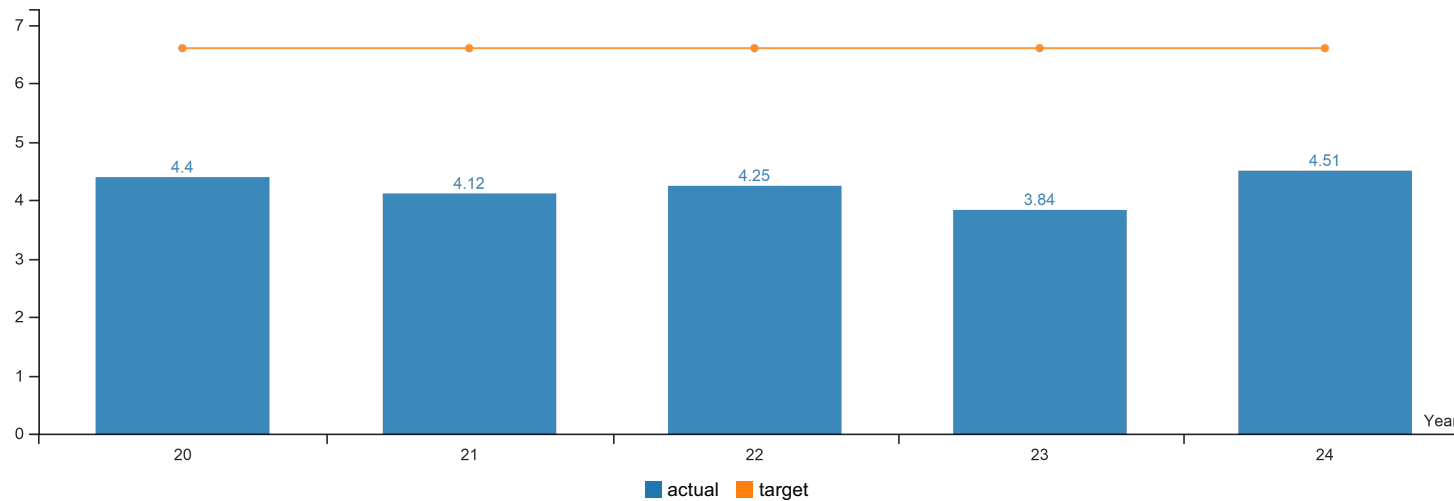
HOW WE COMPARE: The OAH was equivalent to the standard of 93% during SFY 2024. The OAH also achieved this standard in SFY 2021 and again in SFY 2023.

Factors Affecting Results

While non-UI hearings have not experienced the same spike in workload as UI, these program areas have not been immune to the effects of the pandemic. With unprecedented demand for public services, OAH has seen an increase in the number of hearings requests across the state enterprise. Additionally, the backlog in UI cases necessitated a reprioritization of existing resources. These combined factors resulted in a slight negative impact on the non-UI timeliness standard in 2022. However, OAH has been able to reverse this trend and meet targets in 2023 by effectively and creatively managing teams assigned to this workload. To prevent more negative impacts, OAH is hiring additional ALJ 2 and ALJ 3 positions.

KPM #9	AVERAGE DAYS TO ISSUE AN ORDER - Average number of days to issue an order following the close of record.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Average Days to Issue Order					
Actual	4.40	4.12	4.25	3.84	4.51
Target	6.60	6.60	6.60	6.60	6.60

How Are We Doing

During SFY 2024 performance was 4.51 days, which is lower (better) than the target of 6.60 days.

OUR STRATEGY: The OAH monitors the time it takes to produce legally sufficient decisions. The OAH goal is to be as prompt as possible.

ABOUT THE TARGETS: An important aspect of timeliness is the average number of days it takes an Administrative Law Judge to issue an order following the close of the record. The time needed to write and issue an order varies with the complexity and duration of a hearing. The public is better served by orders we issue promptly, if they maintain quality standards.

HOW WE COMPARE: The average time to issue an order was 4.51 days in SFY 2024. The measure varied from 3.84 to 5.07 days during SFY 2015-2023.

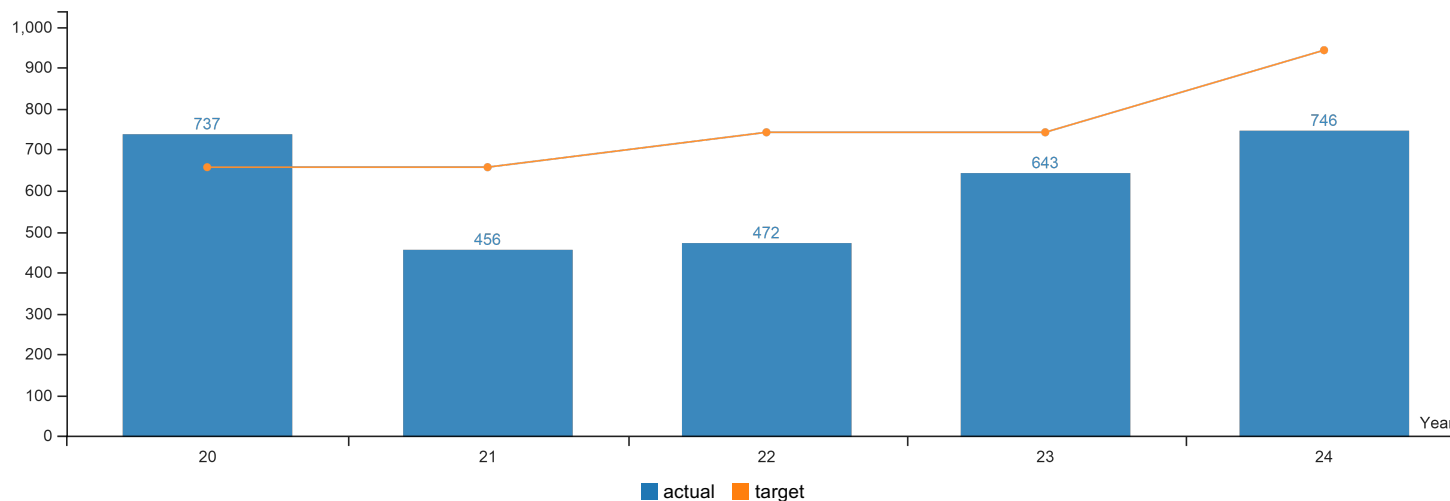
Factors Affecting Results

The average number of days in which cases were resolved in SFY 2023 improved upon the past year's performance. This is partially due to significantly increased capacity in the UI program coupled with well-trained and appropriately on-boarded ALJs, who are issuing orders extremely efficiently.

Orders in UI cases are typically issued within a few days after the hearing. While there is a backlog of cases that have requested a hearing, this has not resulted in a tandem backlog in the issuance of orders. Thus, with the significant increase of UI cases, the OAH experienced a decline in the average number of days to issue an order in SFY 2021. Exceeding targets for KPM #9 will likely continue, as UI caseloads are expected to remain higher than historic averages.

KPM #10	COST PER REFERRAL TO OAH - Average cost of hearing referral to the Office of Administrative Hearings.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Cost Per Referral to OAH					
Actual	\$737.00	\$456.00	\$472.00	\$643.00	\$746.00
Target	\$657.00	\$657.00	\$742.00	\$742.00	\$942.00

How Are We Doing

PERFORMANCE: The cost per referral was \$746 in SFY 2024, which is below (better) than the target of \$942.

OUR STRATEGY: To maintain service levels without increasing costs to agencies that refer cases to the OAH.

ABOUT THE TARGETS: Cost per referral is derived from the cost of the OAH program between years. The target is adjusted for inflation and the mix of referrals each biennium based on the Governor's Budget. An estimated target of \$942 was assigned for SFY 2024 and 2025 and will be updated as applicable within the schedule established by the Legislature. A lower cost per referral is better.

HOW WE COMPARE: The average cost per referral was \$746 in SFY 2024, which is an increase of 16% compared to SFY 2023, a 58% increase compared to SFY 2022, an 64% increase compared to SFY 2021, and a 1% increase compared to SFY 2020.

Factors Affecting Results

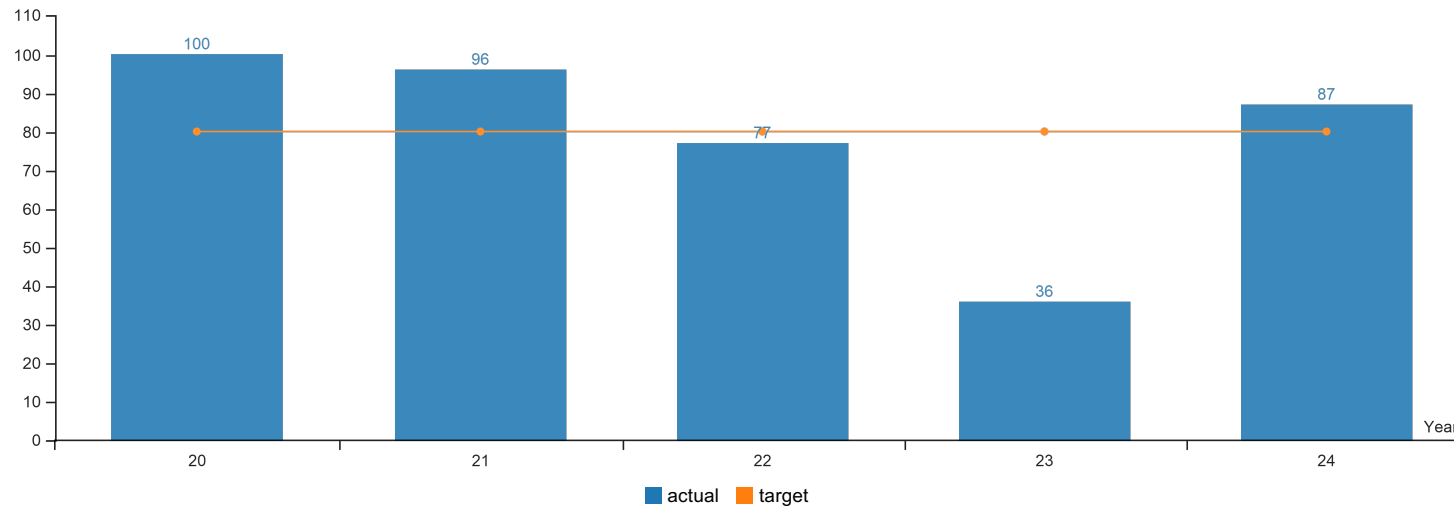
While the cost per referral has increased since SFY 2022, OAH continues to exceed targets for KPM #10. Increased costs are due to several factors, including the following: 1) rate increases for the cost of ALJs and support staff; 2) increased referrals of complex cases requiring Senior ALJs, such as water disputes; and 3) inflation.

The decreased cost per referral from SFY 2020 to SFY 2021 reflects the sharp increase in the number of UI cases referred to the OAH. In the immediate aftermath of the pandemic, the OAH saw a significant decrease in the number of UI hearings as we adopted more lenient eligibility rules, and few employers contested claims for benefits. Those aspects changed dramatically in December 2020

when UI cases increased to levels not seen since the Great Recession. This increase has resulted in a similar effect to KPM #9. Because UI hearings are typically brief, they are the least expensive hearings at the OAH. Consequently, the increase in UI hearing referrals decreased the average overall cost per hearing for the OAH.

KPM #11	HIGHER AUTHORITY APPEALS TIMELINESS - Percentage of cases requesting an appeal that receive a decision within 45 days of the date of request.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Higher Authority Appeals Timeliness					
Actual	100%	96%	77%	36%	87%
Target	80%	80%	80%	80%	80%

How Are We Doing

PERFORMANCE: During SFY 2024, the percentage of cases requesting an appeal that received a decision within 45 days of the date of request was 87%, exceeding the annual 80% target by seven percentage points.

OUR STRATEGY: The strategy of the Oregon Employment Appeals Board (EAB) is to issue legally accurate and sufficient decisions as promptly as possible, while also making EAB services usable for as many parties as possible and practicing financial stewardship. EAB's goal is to issue decisions within 45 days of a party's application for review.

ABOUT THE TARGET: The Oregon Legislature's Key Performance Measure (KPM #11) related to EAB's work requires that EAB issue 80% of EAB decisions within 45 days. A higher percentage is better.

HOW WE COMPARE: EAB performance in SFY 2024 was 87%. Oregon ranks 21st in performance among the 48 states with higher authority appeals. The EAB performed steadily in SFY 2024, exceeded its 80% target in 10 of 12 months.

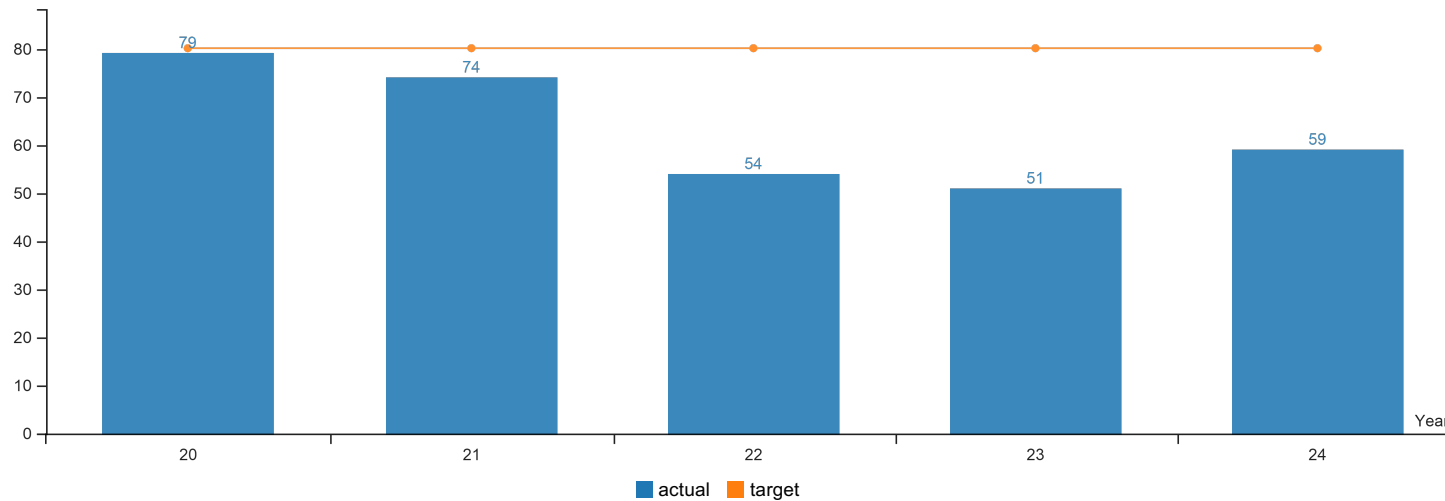
Factors Affecting Results

To address a backlog of cases generated during FY 2022, EAB implemented changes to reduce the ages of its pending cases. One change was to expand temporarily the parameters for when EAB will issue a decision adopting an order issued by the Office of Administrative Hearings (OAH) that has been appealed to EAB, resulting in EAB having to write fewer full decisions. EAB staff were able then to focus its limited resources on complex cases, cases of first impression, and cases that required reversal, modification, or to be remanded to the OAH for further proceedings. EAB was also

able to decrease the age of its pending cases because it had an additional limited duration employee for most of FY 2023 and was fully staffed beginning in November 2022. EAB also continued to streamline the decision-writing process and shifted more writing duties to all staff. Finally, because EAB has experienced an increased number of applications for review that were referred to EAB from the OAH that were already more than 45 days old at the time of referral, EAB is working with the OAH to reduce that number.

KPM #12	TIMELINESS OF NEW STATUS DETERMINATIONS - Percentage of new status determinations completed within 90 days of the end of the liable quarter.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Timeliness of New Status Determination					
Actual	79%	74%	54%	51%	59%
Target	80%	80%	80%	80%	80%

How Are We Doing

PERFORMANCE: 59% of registrations were completed within 90 days in SFY 2024.

OUR STRATEGY: To implement processes to monitor and ensure tax accounts are established within 90 days of the end of the first of the quarter in which liability occurs. This includes working with those who do not provide us with timely information needed to start the status determination process and identifying ways to streamline processes and more agilely utilize our staff.

ABOUT THE TARGET: The DOL sets the timeliness target for new status determinations at 70%. We set a higher target based on the importance of this target to our customers. We also wanted to align with the long-term goal of the DOL to reach 89%. Determining employer status promptly influences the timeliness of getting wage data needed to quickly and accurately process claims. It also influences the timeliness of UI tax payments.

HOW WE COMPARE: Performance in SFY 2024 was 59%. The measure ranged from 51% to 79% during SFY 2018-2023. The SFY 2024 performance is lower (worse) than the target of 80% and lower than the 70% target established by the DOL.

Factors Affecting Results

Two key elements affected the overall performance of this specific measure.

The first element is that we continued to struggle with staffing into FY 2023. As new employees were hired, many of the remaining experienced examiners were assigned to facilitate a smooth transition and preparation for the new computer system including rollout testing and training. In addition, during this time many trained employees resigned for retirement or promotion resulting in a

significant loss of experienced reviewers while we filled positions and trained new employees. While we filled positions with new employees, we suffered a significant loss of experienced reviewers. While new staff grew into their jobs, the immediate impact on work in existing queues was delayed.

The second element was moving from a legacy system to a new system. Moving to the new system from the legacy system also impacted the staff's time to determine new employer subjectivity. It took time to prepare for the new system and make sure the data from the legacy system would be as accurate as possible in the new system. We had to train staff to use the new system with many hours of testing. This required staff resources that affected the processing of new employer subjectivity.

Registration timeliness improved as the newer staff were trained and people became familiar with the new system. As of June 16, 2023, the following statistics reflect our registration timeliness:

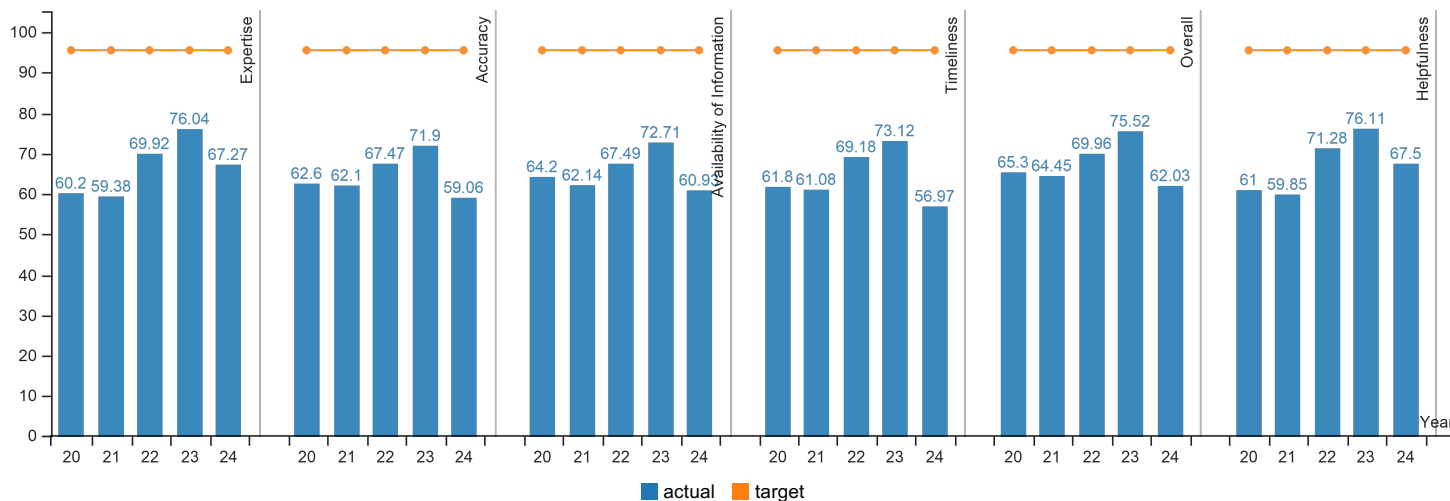
- 86% of all new employer registrations were less than 30 days old
- 11% were 30-60 days old
- 1% were 60-90 days old
- 2% were older than 90 days old

Over the year, performance steadily improved. Unfortunately, the overall timeliness was greatly affected by an influx of historic work items from our agency partners. This reduced timeliness to 51% by the end of June. Since that time, the team has continued to make progress in improving new registration timeliness. We began using new tools afforded by our new system which allows for performance review daily and better management of the registration process. However, additional improvements to the online combined registration system, a process shared by our agency, the Department of Revenue, the Department of Consumer and Business Services, and the Secretary of State's office, are still necessary to ensure registrations contain complete information and allow for more automated determinations. We continue to reach out to employers and their representatives to reduce the number of late registrations and to monitor timeliness.

A significant percentage of status determination work arrives at our office as part of a shared combined business registration process. This process previously coordinated by the Secretary of State and now coordinated by the Department of Revenue, also involves the Department of Consumer and Business Services. Maintaining a system that meets the diverse needs of these agencies can also present challenges.

We are in the process of modernizing both our business processes and our technology systems for UI and Paid Leave programs. While this is a multi-year endeavor, modernized systems and processes will allow for needed additional improvements to the online combined registration system and will ultimately provide for greater customer service. In addition, the increased reporting capabilities and the workflow tools of the modernized system create greater visibility into processing queues allow for continued process improvement and streamlining. This in combination with trained staff and the movement from legacy account determinations to account determinations native to the modernized system have had a positive effect on registration timeliness overall. Assuming stabilized staffing, we anticipate seeing continued improvements to this KPM through 2024.

KPM #13 CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent," including overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
 Data Collection Period: Jul 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
Expertise					
Actual	60.20%	59.38%	69.92%	76.04%	67.27%
Target	95.50%	95.50%	95.50%	95.50%	95.50%
Accuracy					
Actual	62.60%	62.10%	67.47%	71.90%	59.06%
Target	95.50%	95.50%	95.50%	95.50%	95.50%
Availability of Information					
Actual	64.20%	62.14%	67.49%	72.71%	60.93%
Target	95.50%	95.50%	95.50%	95.50%	95.50%
Timeliness					
Actual	61.80%	61.08%	69.18%	73.12%	56.97%
Target	95.50%	95.50%	95.50%	95.50%	95.50%
Overall					
Actual	65.30%	64.45%	69.96%	75.52%	62.03%
Target	95.50%	95.50%	95.50%	95.50%	95.50%
Helpfulness					
Actual	61%	59.85%	71.28%	76.11%	67.50%
Target	95.50%	95.50%	95.50%	95.50%	95.50%

How Are We Doing

PERFORMANCE: Data for SFY 2024 represents survey responses from job seekers, including UI claimants and non-claimants, as well as employers who listed job openings with us. Performance in overall service quality during SFY 2024 was 62.03% and is closely tied to the other measures of performance for customer satisfaction including expertise, accuracy, availability of information, timeliness, and helpfulness. The performance is below (worse than) the target of 95.50%.

OUR STRATEGY: To continuously prioritize and execute customer service improvements. We monitor the information received from monthly customer satisfaction surveys, seeking to identify ways to improve.

ABOUT THE TARGET: We set the target for a favorable rating at 95.50% to aspire for the highest quality customer service for job seekers, businesses with recruitments, and UI claimants. Although the target was set based on a completely different survey methodology, we continue to pursue a high standard to support business and promote employment.

HOW WE COMPARE: The performance in service quality in SFY 2024 was 62.03%. The measure has varied between 64.45% and 83.30% during SFY 2018-2023.

Note: UI claimants were excluded from the survey universe during SFY 2021 because of the COVID-19 pandemic. UI claimants were added again beginning with SFY 2022.

Factors Affecting Results

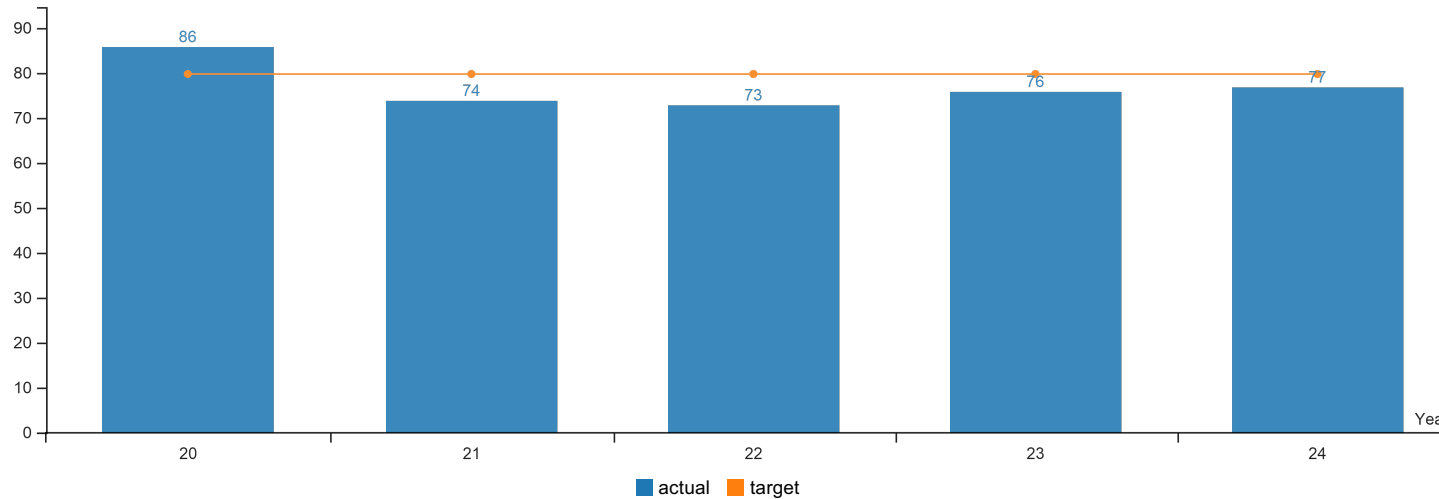
Employers continue to face challenges filling job openings due to ongoing, historically low unemployment rates. This, coupled with the launch in March 2024 of the new unemployment insurance system, Frances, may explain the slight dip in customer satisfaction in each category, excluding Availability of Information, from 2023 to 2024. During the rollout of Frances, ES staff supported UI claimants in the centers with filing for benefits, accessing claims, navigating the new system, and resolving system issues. This support remained significant for over two months. We anticipate that, as customers and staff become increasingly familiar with Frances, these slight losses will be overtaken in 2025.

The work initiated in 2022 for Workforce Operations staff to support a uniform level of UI claimants continues today. This includes service above what was provided pre-pandemic, yet below the full extent of what was provided during the pandemic. Enhanced UI claimant support includes, but is not limited to, helping customers change their Frances access code, manage their Frances profile, obtain a benefit estimate, and navigate the identity verification process.

Our statewide virtual service delivery model, initiated in March 2023, continues to expand and evolve to serve our job-seeking customers and help them connect with WSO staff more efficiently. Central to this model is the ability for customers to reserve a computer in a local WSO center or schedule a virtual meeting with staff to receive job search assistance or complete the registration and intake process as required. In the summer of 2024, we began plans to collect data on the number of services provided in-person vs. virtually, which should help inform operational decisions regarding the model going forward.

KPM #14	FOUNDATIONAL SURVEY RESPONSE RATE - Ordinary (non-weighted) arithmetic mean of four annual response rates: (1) Occupational Employment Statistics employment; (2) Occupational Employment Statistics units; (3) Annual Refiling Survey employment; and (4) Annual Refiling Survey units.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
FOUNDATIONAL SURVEY RESPONSE RATE					
Actual	86%	74%	73%	76%	77%
Target	80%	80%	80%	80%	80%

How Are We Doing

PERFORMANCE: Data reported reflect response rates for the calendar year. The 2024 measure (based on the 2023 calendar year data) shows a 77% response rate, which is below (worse than) the target of 80%.

OUR STRATEGY: The Workforce and Economic Research Division (Research) follows a well-established research protocol in partnership with the federal Bureau of Labor Statistics (BLS) to complete the Quarterly Census of Employment and Wages (QCEW) and Occupational Employment and Wages Statistics (OEWS) surveys. Research staff work towards maximizing compliance and lessening the reporting burden.

ABOUT THE TARGETS: Higher response rates (percent) lead to more robust data that can produce more reliable estimates. The target response rate incorporates data from the BLS and us. The target response rate is 80%, higher than the federal contracted target rate.

HOW WE COMPARE: The response rate of 77% for reporting year 2024 is below the target of 80% but up from last year's measure of 76%. The measure has varied between 73% and 86% during reporting years 2018-2024.

Factors Affecting Results

The data represent response rates from the Quarterly Census of Employment and Wages and the Occupational Employment and Wage Statistics surveys. These two sources of information, gathered from employers in every industry and area of Oregon, are foundational to the Research Division's published and publicly available industry and occupational statistics.

Survey response rates are influenced by the following: an appropriate survey length; relevancy of a survey topic to the recipient; follow-up actions, such as multiple contacts to request completions; and delivery methods. The Research Division uses survey instruments designed by the BLS to provide high-quality data that meet national statistical standards. Also, research staff work with employers to collect detailed and accurate responses.

In 2022, staffing levels were down in the Occupational Employment and Wage Statistics (OEWS) program, which made reaching the 80% target very difficult. Additionally, a new electronic reporting system, QUEST, was implemented by the BLS for the Quarterly Census of Employment and Wages (QCEW) program. We were training staff and transitioning to the Frances system at the same time. Despite these challenges, the Research team continued to meet federal program deliverables. We anticipate continued challenges as new staff are onboarding, training, and settling into their new roles; and we expect to increase performance in the 2023 calendar year.

OREGON EMPLOYMENT DEPARTMENT (OED)

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Candi Quintall, Employment and Training Program Manager, Oregon Department of Human Services

Donna Lewelling, Director, Office of Community College and Workforce Development, Higher Education Coordinating Commission

Erin Carpenter, Executive Director, Eastern Oregon Workforce Board

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Jordana Barclay, Innovation Strategist, Business Oregon

Julia Steinberger, Director, Office of Workforce Investments, Higher Education Coordinating Commission

Keith Ozols, Rehabilitative Counseling Administrator, Office of Vocational Rehabilitation Services

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Paid Leave Oregon Advisory Committee

[Paid Leave Oregon : Leadership: State of Oregon](#)

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Contact:

Karen Madden Humelbaugh, Chair, Paid Leave Oregon Director, Oregon Employment Department,
Karen.m.humelbaugh@employ.oregon.gov

Tribal Government Key Partners

Burns Paiute Tribe	Coquille Indian Tribe
Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw	Klamath Tribe
Confederated Tribes of the Warm Springs Reservation	Cow Creek Bank of the Lower Umpqua Tribe of Indians
Confederated Tribes of Grand Ronde	Confederated Tribes of the Umatilla Indian Reservation
Confederated Tribes of Siletz	

Federal and State Government Key Partners

United States Department of Labor, Employment and Training Administration
Oregon Department of Revenue
Oregon Department of Consumer and Business Services
Bureau of Labor and Industries
Oregon Department of Human Services
Oregon Department of Emergency Management
Oregon Department of Justice

Community Organizations

American Federation of State, County, and Municipal Employees (AFSCME)	(AFT)
American Federation of Teachers – Oregon	Asian Pacific Network of Oregon (APANO)
	Associated General Contractors (AGC)

Associated of Oregon Counties (AOC)
Basics Rights Oregon
Black United Fund
Oregon Brown Hope
CASA of
Oregon Catholic
Charities
CAUSA (Latino immigrant rights)
Central City Concern
Children First for Oregon
Clackamas Women's Services
Coalition of Communities of Color
Community Action Agency
Network Community Alliance of
Tenants Disability Rights Oregon
Domestic Violence Resource Center
Elevate Oregon
Familias en Acción
Family Forward
Hacienda Community Development Corporation
International Brotherhood of Electrical Workers (IBEW)
Immigrant and Refugee Community Organization
Latino Business Alliance
Latino Network
League of Oregon Cities
Lower Colombia Hispanic Council (Consejo Hispano)
Metropolitan Family Services
Migrant and Seasonal Farmworkers
Momentum Alliance
Muslim Community Center of Portland
Muslim Education Trust
National Council of La Raza
National Federation of Independent Business (NFIB)
Native American Youth and Family Association
NeighborImpact
NeighborWorks
Northwest ADA
Center
NW Credit Union Association
NW Grocery Association
NW Pulp and Paper Association
NW Workers Justice Project
Oregon Business and Industry
Oregon AFL-CIO
Oregon Association of Hospitals
Oregon Bankers Association
Oregon Building Trades Council
Oregon Community College Association

Oregon Council of Presidents (Universities)
Oregon Education Association
Oregon Farm Bureau
Oregon Forest and Industries Council
Oregon Health Care Association (Nursing Homes)
Oregon Home Builders Association
Oregon Law Center
Oregon Nurses Association

Oregon Restaurant and Lodging Association
Oregon School Boards Association
Oregon School Employees Association
Oregon State Firefighters Council
Oregon Trial Lawyers Association
Oregon Winegrowers Association
Oregon Child Development Coalition
Oregon Coalition Against Domestic Violence and Sexual Violence
Oregon Commission for the Blind
Oregon Latino Health Coalition
Oregon Rural Action

Oregon's Farmworker Union (PCUN)
Portland Business Alliance
Professional Business Development Group
REAP Youth Leadership
Salem Multicultural Institute
Service Employee International Union (SEIU)
Self Enhancement Inc.
Technology Association of Oregon
Tribal Governments
United Food and Commercial Workers (UFCW)
Unite Oregon
Urban League of Portland
Voz Workers Rights Education Project

Office of Administrative Hearings (OAH) is an outer agency division that operates independently from OED to provide due process. OED provides administrative functions such as budget.

Office of Administrative Hearings Oversight Committee

[OAH Oversight Committee](#)

Representative Nathan Sosa, Chair, Speaker of the House Appointee

J. Kevin Shuba, Vice Chair, Governor Appointee

Kyle J. Martin, Department of Justice, Attorney General Appointee

Richard Lane, Governor's Office, Governor Appointee

Representative Virgil Osborne, State House, Speaker of the House Appointee

Senator Janeen Sollman, State Senate, Senate President Appointee

Dustin Buehler, Department of Justice, Attorney General Appointee

Senator Kim Thatcher, State Senate, Senate President Appointee

Contact:

Jeffrey Rhoades, Chief Administrative Law Judge, Ex-Officio Member Jeffrey.R.Rhoades@employ.oregon.gov

AUDIT RESPONSE REPORT:

Summary of recommendations and agency response to financial and performance audits completed by the Secretary of State (SOS) since February 2022 and in fiscal biennia July 1, 2023 – June 30, 2025, and fiscal biennia July 1, 2025 – June 30, 2027, as of June 30, 2025.

Since February 2022

July 1, 2021-June 30, 2023 Biennium

- **SOS Performance Audit – OED Unemployment Insurance – May 2021 start; report issued July 2022**

The objective of this audit was to determine how OED Unemployment Insurance can improve its claim adjudication process to improve average processing times for suspended and adjudicated claims and reduce hardships and inequities.

Audit Result/Recommendations 1 – Implement formal policies and procedures for oversight of adjudicated and suspended claims and data systems; monitor the suspended claims list and adjudication data reports that identify claim files that have not been reviewed within a set period.

Corrective Action – Implemented. The UI Division Adjudication Management Team created policies and procedures for the oversight of adjudicated and suspended claims. This was completed and approved by the UI Division Deputy Director for Benefits in July 2022. These formal policies and procedures were adopted, memorializing the steps adjudication managers and staff are expected to take with respect to claims appearing on the suspense report and the stale-folder report. This work was completed prior to finalization of the program audit.

Audit Result/Recommendations 2 – Incorporate controls and functionality in the modernized IT system to: a. Reduce data errors, such as illogical dates and manual entry errors; b. Automatically flag claims that have not been reviewed within a set period; c. Allow secure electronic communication methods and use claimants' preferred method of communication; d. Allow individuals to securely upload documents and track the progress of their claim; e. Continue to make communication available in languages other than English; f. Provide accurate guidance, explanations, and tips for filling out claim applications.

Corrective Action - Implemented. OED has implemented this recommendation; the modernized UI benefit payment system was rolled out on March 4, 2024.

Audit Result/Recommendations 3 – Explore whether other state workforce agencies use texting to communicate with claimants and consider offering texting as an option for claimants who prefer that contact method.

Corrective Action – Implemented. The UI Division completed our exploration of how other state workforce agencies are using texting to communicate with claimants. Based on conversations with several states, the UI Division determined what level of text communication to use for claimants who prefer that contact method.

This information was presented to the UI Policy Committee who agreed with the recommendation to adopt texting UI claimants to advise them there is a message for them waiting in their Frances Online secure claimant portal. That recommendation was then presented to the OED Executive Team who also agreed with the recommendation. This was completed in February 2023 and is planned as part of the Frances go-live for UI benefits.

Audit Result/Recommendations 4 – Consolidate UI information into one website with detailed, updated guidance and resources for current and prospective claimants.

Corrective Action – Implemented. OED decided that the oregon.gov/employ would be the main page for employer related UI information and unemployment.oregon.gov would be the main page for claimant related UI information due to the increased language capacity of the platform that hosts the unemployment.oregon.gov site. OED has reviewed and updated all website content, translated the content, and is working with a vendor to design and publish the updated pages.

Audit Result/Recommendations 5 – Establish a central repository for adjudicator guidance and assign a manager or lead worker to regularly update that guidance.

Corrective Action – Implemented. OED has completed the creation of a central repository for Adjudication guidance and has assigned a manager and lead worker to maintain it. Date of completion, June 13, 2023.

Audit Result/Recommendations 6 – Study the creation of an ombuds office to help claimants navigate the complexities of the UI system and address unresolved claim issues, in consultation with the Governor’s Office and other states.

Corrective Action – Implemented. This work was completed in April 2023. The UI Division conducted several interviews with state workforce agencies across the nation and Oregon state agencies who offer ombuds services. A position paper was written based on what we found. OED Executive Leadership reviewed the paper including with the Governor’s Office, which included recommending the creation of a policy package to create an agency wide ombuds office.

The creation of an ombuds office that would support users of UI, Paid Leave Oregon, and Workforce Operations will require legislative approval, and has budgetary implications, and we anticipate developing a policy package for our 2025-27 budget.

Audit Result/Recommendations 7 – Continue gathering and analyzing OED data on inequities to identify and address the causes for any confirmed inequities.

Corrective Action – Implemented. Work on the annual adjudication equitable impact analysis began February 1, 2023.

- **SOS Statewide Single Audit - Audit of Selected Federal Program –Unemployment Insurance, for year ended June 30, 2021. Audit started July 2021. Audit report dated July 2022.**

The objective of the audit is to express an opinion on whether the financial statements are fairly presented, in all material respects, in conformity with generally accepted accounting principles (GAAP). In performing the audit, the auditors will also report on internal control over financial reporting and on compliance with laws, regulations and provisions of contract or grant agreements, noncompliance with which could have a material effect on the financial statements. The audit includes selected financial accounts determined to be material to the State of Oregon's financial statements. The majority of the audit work at OED will be completed by the end of October 2021.

Audit Result: No material finding/recommendation for OED.

- **SOS Statewide Single Audit - Audit of Financial Statements included in the Annual Comprehensive Financial Report (ACFR) –as of June 30, 2022. Audit started June 21, 2022. Audit report dated February 27, 2023.**

The objective of the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We will audit selected financial accounts determined to be material to the State of Oregon's financial statements.

Audit Result: No material finding/recommendation for OED.

July 1, 2023 – June 30, 2025 Biennium

- **SOS Statewide Single Audit - Audit of Financial Statements included in the Annual Comprehensive Financial Report (ACFR) – as of June 30, 2023. Audit started June 21, 2023. Audit report dated April 2024.**

The objective of the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We will audit selected financial accounts determined to be material to the State of Oregon's financial statements.

Audit Result/Recommendations 2023-008 – Reconcile employer tax records transferred from Department of Revenue with tax system.

Corrective Action – Documentation is being revised to reflect current and accurate practice. The work to review and reconcile DOR transfer documents for accuracy is being conducted daily. In addition, OED is in the process of cross-training key individuals within the Account Resolution Unit to conduct this work. The cross-training, and monitoring and review of those cross-trained employees, will ensure the process will be completed timely and accurately should there be a change in personnel. Finally, review documents will be retained daily so that necessary documentation will be available should there be additional questions on process or daily numbers. (Anticipated Completion Date: March 14, 2024)

Audit Result/Recommendations 2023-009 – Improve documentation and controls over year-end tax related receivable accruals.

Corrective Action –The department continues to work with the current reporting system to refine the proper queries to ensure that the methodology to generate the contribution accrual calculations are reviewed and the source documentation is agreed upon. (Anticipated Completion Date: July 1, 2024)

Audit Result/Recommendations 2023-010 –Ensure Frances correctly allocates unemployment insurance revenue.

Corrective Action –The department identified the issue during the audit, and so ticket #4781 was requested for a Frances remediation of this issue on 12/05/2023. But due to the impending Unemployment Benefits go live process, the ticket was reevaluated at the time of system stabilization. It is the best time estimate that the work will be completed at the end of this calendar year. (Anticipated Completion Date: December 31, 2024)

- **SOS Statewide Single Audit - Audit of Selected Federal Program –Unemployment Insurance and Trade Adjustment Assistance, for year ended June 30, 2023. Audit started November 14, 2023. Audit report dated April 10, 2024.**

The objectives of the federal compliance audit are to (1) determine whether the state has complied with federal statutes, regulations, and the terms and conditions of federal awards that may have a direct and material effect on each of its major programs, (2) determine whether the schedule of expenditures of federal awards is stated fairly in all material respects in relation to the state’s financial statements as a whole, and (3) obtain an understanding of internal control over federal programs; plan the testing of internal control over compliance for major programs to support a low assessed level of control risk for the assertions relevant to the compliance requirements for each major program; and perform testing of internal control as planned.

Audit Result: Based on the audit procedures performed, no reportable findings were identified. Also, with the limited purpose of the consideration of internal control over compliance, the auditors did not identify any deficiencies in internal control over compliance

that were considered material weaknesses.

- **SOS Statewide Single Audit - Audit of Financial Statements included in the Annual Comprehensive Financial Report (ACFR) – as of June 30, 2024. Audit started June 11, 2024. Management Letter issued December 3, 2024.**

The objective of the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We will audit selected financial accounts determined to be material to the State of Oregon's financial statements.

Audit Result: With the limited purpose of the consideration of internal control during the audit, the auditors did not identify any deficiencies in internal control considered material weaknesses.

Prior Year Findings:

In the prior fiscal year, the auditors reported significant deficiencies related to the department's Employer Assessments account and can be found in the Statewide Single Audit Report for the fiscal year ended June 30, 2023: finding numbers 2023-008, 2023-009, and 2023-010. During fiscal year 2024, the department partially corrected the findings by:

- Retaining tax transfer review documentation and following up on discrepancies.
- Updating the tax receivable accrual methodology and retaining cube reports and the filters used to generate those reports.
- Creating ticket 4781 to ensure Frances correctly allocates employer payments.

These findings are in the Statewide Single Audit Report for the fiscal year ended June 30, 2024, with a status of partial corrective action taken.

July 1, 2025 – June 30, 2027 Biennium

- **None as of December 11, 2024.**



PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, (_____ Employment Department _____) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2025-2027 biennium.

Supervisory Ratio for the last quarter of 2023-2025 biennium

The agency actual supervisory ratio as of 11/19/2024 is 1: 10.89
 (Date) (Enter ratio from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using the following calculation:

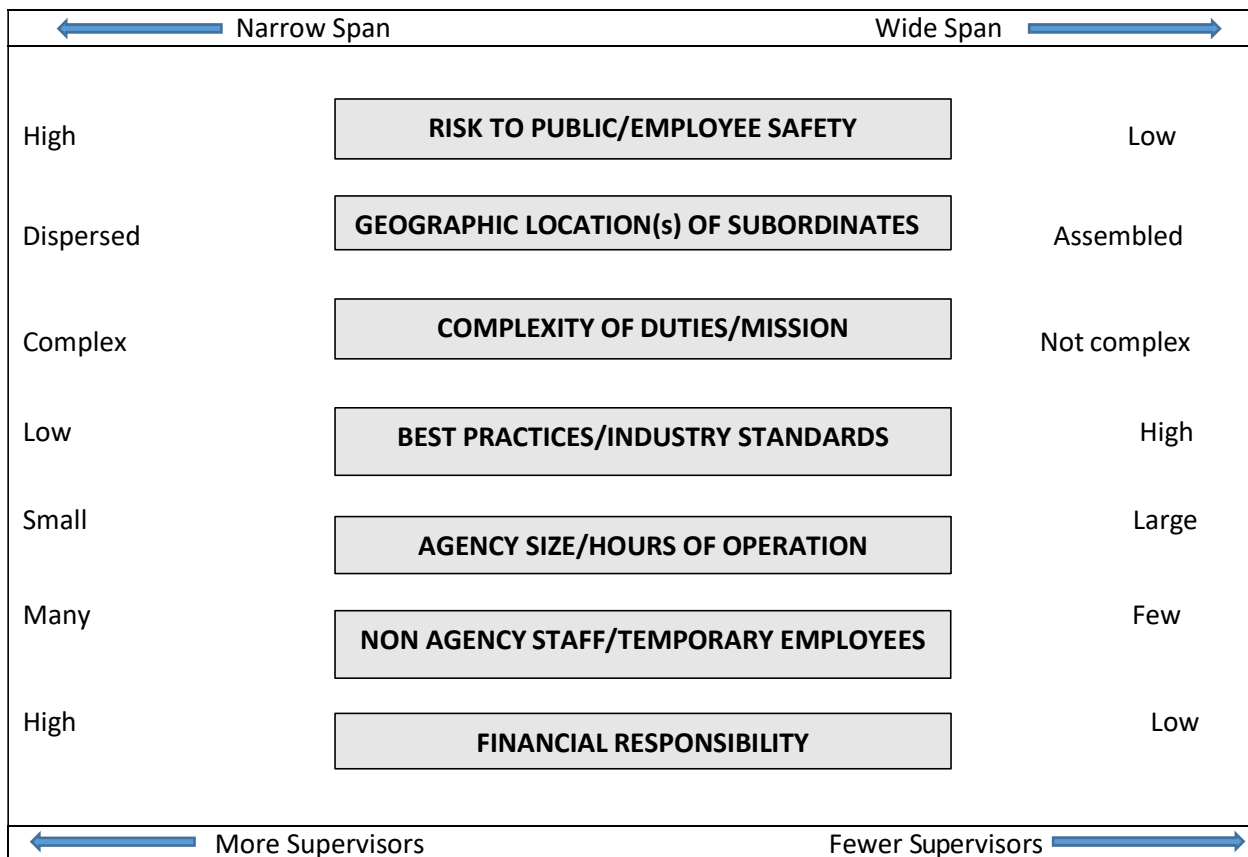
$$\frac{177}{\text{(Total supervisors)}} = \frac{165}{\text{(Employee in a supervisory role)}} + \frac{13}{\text{(Vacancies that if filled would perform a supervisory role)}} - \frac{1}{\text{(Agency head)}}$$

$$\frac{1965}{\text{(Total non-supervisors)}} = \frac{1640}{\text{(Employee in a non-supervisory role)}} + \frac{325}{\text{(Vacancies that if filled would perform a non-supervisory role)}}$$

The agency has a current actual supervisory ratio of-

$$1: \frac{11}{\text{(Actual span of control)}} = \frac{1965}{\text{(Total non - Supervisors)}} / \frac{177}{\text{(Total Supervisors)}}$$

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.



Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio?

Y/N

Yes. The Employment Department has approximately 40 different locations across the state of Oregon, most of which provide direct in-person customer access to Oregonians and Oregon businesses.

While the agency's current supervisory ratio is in the 1:11 range, it is possible that we would request a lower ratio in the future, in part because it's important to have management support and leadership in as many locations as possible, especially during challenging safety or other emergency situations. We are not requesting a change at this time, but we may do so in the future, as we continue to implement our strategic plans, as we understand the implications of modernizing our service model, as we understand what is needed to support the Paid Leave Oregon program, and as we adjust to varying economic conditions.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Yes. The Employment Department has approximately 40 locations across the state of Oregon with a range of employees from over 50 employees to just one.

While the agency's current supervisory ratio is in the 1:11 range, it is possible that we would request a lower ratio in the future, in part because it's very challenging to have managers who are more than a hundred miles and far more than two hours from the employees and facilities for which they are responsible. We are not requesting a change at this time, but we may do so in the future, as we continue to implement our strategic plans, as we understand the implications of modernizing our service model, as we understand what is needed to support the Paid Leave Oregon program, and as we adjust to varying economic conditions.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Yes. The Employment Department provides a wide range of federal and state workforce related services, some of which involve a small number of employees providing services targeted to diverse and specific Oregon populations.

While the agency's current supervisory ratio is in the 1:11 range, it is possible that we would request a lower ratio in the future, in part to allow managers to focus more specifically on these smaller programs and to progress recently created and current programs. We are not requesting a change at this time, but we may do so in the future, as we continue to implement our strategic plans, as we understand the implications of modernizing our service model, as we understand what is needed to support the Paid Leave Oregon program, and as we adjust to varying economic conditions.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Y/N

Yes. While there are no strict "industry standards" for a maximum supervisory ratio, there are definitely industry best practices and factors that should be considered when determining the appropriate ratio for an agency, including the complexity of the work, agent experience level, available technology, and the specific needs of the organization, meaning the ideal ratio will vary depending on the situation. The agency is currently reviewing supervisory ratios to identify if/where changes need to be made.

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio?
Y/N

Yes. The Employment Department has over 1,800 employees, spread across approximately 40 locations across Oregon. While our typical in-person or by-phone customer services are generally provided 8am to 5pm, Monday through Friday, we have extended these hours in the past based on economic needs.

While the agency's current supervisory ratio is in the 1:11 range, it is possible that we would request a lower ratio in the future, in part to provide coverage across expanded hours and to provide a different service delivery model. We are not requesting a change at this time, but we may do so in the future, as we continue to implement our strategic plans, as we understand the implications of modernizing our service model, as we understand what is needed to support the Paid Leave Oregon program, and as we adjust to varying economic conditions.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Yes. The majority of the Employment Department's locations are WorkSource centers, spread across Oregon, with a range of employees from over 50 employees to just one. Almost all these centers also include workforce-related employees from other state agencies and from private sector non-profit entities; in some cases, they also include volunteers. There may be times where the Employment Department manager is the only on-site manager for all the employees, partners, and volunteers.

While the agency's current supervisory ratio is in the 1:11 range, it is possible that we would request a lower ratio in the future, in part to provide more coordination and leadership for all individuals in our locations. We are not requesting a change at this time, but we may do so in the future, as we continue to implement our strategic plans, as we understand the implications of modernizing our service model, as we understand what is needed to support the Paid Leave Oregon program, and as we adjust to varying economic conditions.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Yes. The Employment Department has recently added a new division, Paid Leave Oregon, and as the program evolves, there is the potential to significantly increase the financial scope and responsibility of the agency. Our agency is reviewing our customer service level standards in various programs which could result in the need for additional staffing. Additionally, we continue to modernize our systems and service delivery models.

While the agency's current supervisory ratio is in the 1:11 range, it is possible that we would request a lower ratio in the future, in part to ensure new programs and services are developed. We are not requesting a change at this time, but we may do so in the future, as we continue to implement our strategic plans, as we understand the implications of modernizing our service model, as we understand what is needed to support the Paid Leave Oregon program, and as we adjust to varying economic conditions.

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1: 11.

Unions Requiring Notification: SEIU Local 503 OPEU

Date unions notified 12.13.24

Submitted by: Jason Baurer

Date: December 13, 2024

Signature Line *David Gerstenfeld*

Date Dec 13, 2024

Signature Line *Kathleen Olson*

Date Dec 16, 2024

Enterprise IT Project Prioritization 2025-27

			Workforce Modernization Project	Project Name
			88	0
CRITERIA	WEIGHT	SCORING GUIDE		
Technology and Strategic Alignment	35%	WEIGHTED SUBTOTAL	29	0
Alignment to Strategic Plans <ul style="list-style-type: none"> Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)? Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of data—investing in data justice and representation, visibility, and ethics to serve all Oregonians? Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? 			3	
			3	

<p>Technology Best Practices and Priorities</p> <ul style="list-style-type: none"> • Does this investment align with and support the following enterprise information technology priorities? <ul style="list-style-type: none"> - Information Security . Improving the security and resilience of the state’s systems - Modernization . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation - A Better Oregon Through Better Data . Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use. - Cloud Forward . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure • Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)? 			2	
<p>Business and People-Centered Approach</p>	25%	WEIGHTED SUBTOTAL	22	0
<p>People-Centered Approach</p> <ul style="list-style-type: none"> • Does this investment put people first—the people who rely on essential services and those working to provide those services? • Does this investment help to eradicate racial and other forms of disparities in state government? • Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? • Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? • Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for 			3	

<p>Business Process Transformation</p> <ul style="list-style-type: none"> • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable? 		<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>	3	
<p>Investment Risk</p> <ul style="list-style-type: none"> • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? 		<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>	2	
<p>Agency Readiness and Solution Appropriateness</p>	<p>40%</p>	<p>WEIGHTED SUBTOTAL</p>	<p>37</p>	<p>0</p>

<p>Organizational Change Management (OCM)</p> <ul style="list-style-type: none"> • Does the investment significantly impact operations throughout the organization? • Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? • Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? • Has the agency identified community engagement or community involvement as a component of the change management process? • Is external outreach or training planned to implement this change with constituents? 	<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>	<p>3</p>	
<p>Solution Scale and Approach</p> <ul style="list-style-type: none"> • Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? • Does the investment fully address the agency’s business problem, benefits and outcomes? • Is the solution of the appropriate size and scale? • Does this investment adhere to principles in <i>EIS Cloud Forward</i> (p.4) or <i>Modernization Playbook</i> (p.6), etc.? • Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution? 	<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>	<p>3</p>	

Capacity

- Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative?
- Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources?
- Will this investment impact the agency's ability to deliver on its core business functions?
- Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities?
- Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

3

Governance and Project Management Processes

- Does the agency have formal IT governance in place that will oversee this investment?
- Does the investment have executive sponsorship and steering committee in place?
- Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage?
- For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project?
- Are agency DEI staff involved in the IT Governance and prioritization process?
- Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

2

References:

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D.

There are no proposed Capital Construction projects

Note: Complete a separate form for each project

Agency	Oregon Employment Department		Schedule	
Project Name	None	Cost Estimate	Cost Est. Date	Start Date
Address /Location		GSF	# Stories	Land Use/Zoning Satisfied
				Y

Funding Source/s: Show the distribution of dollars by funding source for the full project cost.	General Funds	Lottery	Other	Fed

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Project Scope and Alternates Considered

Project Budget Estimate - Escalate to the mid-point of construction. Use 4.5% Annual Escalation.

DIRECT CONSTRUCTION COSTS

- 1 Building Cost Estimate
- 2 Site Cost Estimate (20 Ft beyond building footprint)
- 3 **TOTAL DIRECT CONSTRUCTION COSTS**

\$	% Project Cost	\$/C
=		

INDIRECT CONSTRUCTION COSTS

- 4 Owner Equipment / Furnishings / Special Systems
- 5 Construction Related Permits & Fees
- 6 Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state requirements
- 7 Architectural, Engineering Consultants
- 8 Other Design and PM Costs
- 9 Relocation/Swing Space Costs
- 10 **TOTAL SOFT COSTS**
- 11 **OWNER'S PROJECT CONTINGENCY**

TOTAL PROJECT COST

\$	% Project Cost	\$/C

Cost Estimate Source (EG Agency, Cost Estimator, A/E, etc.)

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Project Image/Illustration (optional)

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Program Prioritization for 2025-27

Agency Name: Oregon Employment Department																					
2025-27 Biennium																					
Agency Number: 47100																					
Priorities in Agency wide order																					
Program/Division Priorities for 2025-27 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agcy	Prgm/ Div																				
1	1	OED	UI	Pay UI Benefits--Provide equitable access to UI benefits and process initial and continued weeks claims includes determination of validity of the claim	4, 5, 12			58,101,197	3,853,268,759	71,264,233	23,244,000	\$ 4,005,878,189	379	371.34	N	Y	FO, S	26 U.S.C. § 3304 ORS 657.150-280	Federal grant funding and significant federal tax credits for Oregon businesses requires taking UI claims, adjudicating eligibility and making benefit payments.		
2	1	OED	Paid Leave	Pay Paid Leave Oregon Benefits--Provide equitable access to benefits and process initial and continued weeks claims includes determination of validity of the claim		4, 12			109,392,666			\$ 109,392,666	357	357.00	Y	N	S	ORS chapter 657B	Required under the Paid Family and Medical Leave Insurance act of 2019.		
3	1	OED	C&R	Process quarterly payroll reports and payments from employers for UI tax and Paid Leave contributions		4,6,12		8,911,719		12,498,580		\$ 21,410,299	77	77.00	Y	N	FO, S	26 U.S.C. § 3304 ORS 657.405-575, 657B	Federal grant funding and significant federal tax credits for Oregon businesses requires collection of wage reports and payments. Also required under the Paid Family and Medical Leave Insurance act of 2019.		
4	1	OED	Research	Core Survey Programs - provide essential data for economic analysis, primarily statewide, with some data for metro areas and counties.	14	6			3,722,809		1,393,066	\$ 5,115,875	14	14.00	N	N	FM, S	WIOA Title III (W-P Act), ORS 657	Acceptance of the Federal Funds require the Oregon Employment Department to operate the program or provide the service.		
5	1	OED	WO	Field Office Core Services - Serves businesses by recruiting and referring the best qualified applicants to employers by matching the skills and experience of job seeker with employer openings at 37 locations throughout Oregon. Includes reemployment services & eligibility assessment activities (RESEA) for UI Claimants.	1, 2, 3, 13	6			136,176,772		16,003,440	\$ 152,180,212	459	459.00	N	Y	FM, S	WIOA Title III (W-P Act), ORS 657	Acceptance of the Federal Funds requires the Oregon Employment Department to operate the program or provide the service.		
6	2	OED	Research	Statewide analysis - develop and distribute standard and custom analysis at the statewide level.		6			3,917,296	0	1,563,999	\$ 5,481,295	15	15.00	N	Y	FM, S	657.730, WIOA	Required under the Workforce Innovation and Opportunity Act		
7	3	OED	UI	UI Benefit Payment Control -- Detect and prevent of UI improper payments		6			0		25,600,577	\$ 25,600,577	88	88.00	N	Y	FO	26 U.S.C. § 3304	Federal grant funding and significant federal tax credits for Oregon businesses requires that we prevent, detect, establish and recover overpaid benefits.		
8	2	OED	C&R	Collect UI and Paid Leave benefit overpayments from claimants and money owed from delinquent employer accounts		4,6,12			3,386,453		4,749,460	\$ 8,135,914	32	31.50	Y	N	FO, S	26 U.S.C. § 3304, ORS chapter 657B	Federal grant funding and significant federal tax credits for Oregon businesses requires collection of wage reports and payments. Also required under the Paid Family and Medical Leave Insurance act of 2019.		
9	3	OED	Research	Information dissemination - ensure that customers have access to workforce data, analysis and tools.		6			2,166,919	0	25,600	\$ 2,192,519	6	6.00	N	Y	FM, S	657.730, WIOA	Required under the Workforce Innovation and Opportunity Act		
10	4	OED	WO	Veteran Services - Programs to meet the employment and training needs of service-connected special disabled veterans, service connected disabled veterans and other eligible veterans.	1, 2, 3, 13	6				5,200,000		\$ 5,200,000	25	25.00	N	Y	FM	WIOA, US Code Title 38	Acceptance of the Federal Funds requires the Oregon Employment Department to operate the program or provide the service.		
11	4	OED	Research	Regional Analysis - develop and distribute standard and custom analysis at the county and workforce are levels.		6			2,504,275	0	419,082	\$ 2,923,357	8	8	N	N	FM, S	657.730, WIOA	Required under the Workforce Innovation and Opportunity Act		
12	3	OED	WO	Trade Act Program - Provides benefits and services to workers who have lost their jobs due to imports and/or shift in production to certain countries. Benefits include retraining, job search and relocation allowances, and special UI benefits.	1,2,13	6					19,538,846	20,200,000	39,738,846	67	67	N	Y	FM	WIOA, Trade Act of 1974	Acceptance of the Federal Funds requires the Oregon Employment Department to operate the program or provide the service.	
13	3	OED	C&R	Perform employer audits		4,6			5,525,266		7,749,120	\$ 13,274,385	41	41.00	Y	Y	FO	26 U.S.C. § 3304 ORS 657.405-575	Federal grant funding and significant federal tax credits for Oregon businesses requires auditing of tax accounts.		
14	2	OED	WO	Work Opportunity Tax Credit - provides employers an incentive, in the form of tax credits, to hire certain target group members.	1,2,13	6			441,000		189,000	\$ 630,000	4	4	N	Y	FM	US Code Title 26, § 51	Acceptance of the Federal Funds requires the Oregon Employment Department to operate the program or provide the service.		
15	5	OED	WO	Foreign Labor Certification - Program that processes employer applications to hire foreign workers and to assure that efforts have been explored to fill their positions with U.S. workers.	13	6			581,000		249,000	\$ 830,000	4	4	N	Y	FM	US Code Title 8, § 1188	Acceptance of the Federal Funds requires the Oregon Employment Department to operate the program or provide the service.		
16	4	OED	Paid Leave	Equivalent Plans - provides an option to employers who elect to establish their own paid leave program.		4, 12			1,797,412			\$ 1,797,412	5	5			S		Required under the Paid Family and Medical Leave Insurance act of 2019.		
17	5	OED	Research	Service to Business and Education - provide customized information and support to business and education customers.		6			1,750,377	0	1,538,399	\$ 3,288,776	9	9	N	Y	FM, S	657.730, WIOA	Consistent with the Workforce Innovation and Opportunity Act		
18	5	OED	Paid Leave	Small Employer Grants - Provides financial assistance to small employers, to help with the costs of hiring a replacement worker or other significant wage-related costs.		4, 12			333,667			\$ 333,667	1	1	Y	N	S	ORS chapter 657B	Required under the Paid Family and Medical Leave Insurance act of 2019.		

Program Prioritization for 2025-27

Agency Name: Oregon Employment Department																						
2025-27 Biennium																						
Priorities in Agency wide order																						
Agency Number: 47100																						
Program/Division Priorities for 2025-27 Biennium																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description			Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request
Agcy	Prgm/ Div																					
19		OED	Paid Leave	Self-Employed – support self employed people paying Paid Leave Oregon contributions and receiving benefits when they are eligible.		4, 12			1,018,134				1,018,134									

Total OED Operating																						
Central administrative costs																						
Agcy	Prgm/ Div																					
		OED	Shared Services	Strategic and operational services for all agency programs.		4			60,510,931		27,455,445		\$ 87,966,376	210	209.50							
		OED	Modernization Program	Multi-biennium effort to modernize core unemployment insurance and employment services business and information technology systems to ensure the agency can continue to fulfill its mission to Support Business and Promote Employment.		4			30,910,771		3,265,469		\$ 34,176,240	62	62.00							
OED administrative costs									91,421,702	0	30,720,914	0	122,142,616	272	272							
Total OED									431,148,665	3,853,268,759	198,703,316	43,444,000	4,526,564,740	1,863	1,854							

1	1	OED	OAH	Unemployment Insurance Hearings--Determine whether an unemployed person is eligible for unemployment insurance benefits. Failure to meet timelines set by the federal government may result in loss of federal funds to the state.	7, 9, 10	4			20,908,859				\$ 20,908,859	51	50.88	N	Y	C, FM, S	US Const, Amend XIV, Secretary, DOL Standard, ORS 657.270	Due process hearing required under US Const, Amend XIV, Acceptance of the Federal Funds requires the Oregon Employment Department to operate the unemployment insurance program and provide the right to a hearing.			
2	2	OED	OAH	Implied Consent Hearings--Determine whether the driver license of a person arrested for driving under the influence of intoxicants may be suspended. Hearing must be held and order issued within 30 days of driver's arrest or agency loses jurisdiction to suspend.	8, 9, 10	4			8,892,550				\$ 8,892,550	27	26.00	N	Y	C, S	US Const, Amend XIV, ORS 813.410	Due process hearing required under US Const, Amend XIV			
3	3	OED	OAH	Division of Child Support Hearings--Establish the monetary obligation of parents for support of their minor children. There is no statutory timeline for order issuance. However, delay in holding hearing may delay establishment of support and/or result in a parent continuing to pay support that is inappropriate in light of the parent's resources.	8, 9, 10	4			4,940,306				\$ 4,940,306	15	15.00	N	Y	S	ORS 180.380(1)(d)				
4	4	OED	OAH	Department of Human Services and Oregon Health Authority Administrative Hearings. Hearing delays may result in loss of social service benefits related to food, housing, and financial need.	8, 9, 10	4			5,928,367				\$ 5,928,367	18	18.00	N	Y	C, S	US Const, Amend XIV, ORS 411.095	Due process hearing required under US Const, Amend XIV			
5	5	OED	OAH	All Other Hearings--Provide due process to Oregonians in their disputes with state regulatory and licensing agencies. These hearings generally are not subject to statutory or regulatory timelines.	8, 9, 10	4			3,622,891				\$ 3,622,891	11	11.00	N	Y	C, S	US Const, Amend XIV, ORS 183.635	Due process hearing required under US Const, Amend XIV			
Total OAH									0	0	44,292,973	0	44,292,973	122	120.88								
Total Agency-wide									475,441,638	3,853,268,759	198,703,316	43,444,000	4,570,857,713	1,965	1,975.22								

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Employment Department Other Funds Balances for 2025-27 Biennium

Employment Department
2025-27 Biennium

Contact Person (Name & Phone #): Carolina Valladares, (971) 718-4087

Updated Other Funds Ending Balances for the 2023-25 and 2025-27 Bienna

(a) Other Fund Type	(b) Program Area (SCR)	(c) Treasury Fund #/Name	(d) Category/Description	(e) Constitutional and/or statutory reference	(f) 2023-25 Ending Balance		(g) 2025-27 Ending Balance		(i) Comments
					In LAB	Revised	In CSL	Revised	
OF Non-Limited	087-02-00-00000	455 - Compensation Trust Fund	Trust Fund - UI Trust Fund Control	ORS 657.805	7,168,070,897	6,709,393,829	7,162,697,275	7,959,171,632	Funds include State Unemployment tax payments from employers and UI Modernization funds. Trust Fund restricted to benefit payments only. One-time Modernization funds provided by the USDOL from employer paid FUTA taxes and are planned for Modernization and other program expenditures as needed. The forecast is aligned with OEA's December Revenue and Economic Forecast. UI Trust Fund is self-balancing, formula-based, and counter-cyclical to build during good economic times and to keep employer taxes lower during bad economic times.
OF Non-Budgeted	087-09-00-00000	548 - Local Gov Employer Benefit Trust	Trust Fund - LGEBTF	ORS 294.730	25,192,000	39,598,993	25,192,000	39,598,993	A private purpose trust fund for political subdivisions (ORS 294.730). Monies deposited by political subdivisions into this fund are used only for payment of unemployment compensation benefits for these employers only and related administrative expenses. Interest earned on the fund balance is deposited into the fund.
OF Non-Limited	087-06-00-00000	456 - Special Admin	Operations - Spec Admin Fund (P&I)	ORS 657.515	46,412,085	25,666,096	16,155,190	(9,381,016)	Funds are payments from employers of penalties and interest for delinquent tax payments. Funds are dedicated to agency administrative costs. Ending balance is needed for agency operating capital needs. 2023-25 decrease from LAB due to COLAs and pay equity. 2025-27 decrease from CSL due to federal funding uncertainty, necessitating more Other Funds usage.
OF Non-Limited	087-07-00-00000	522 - SEDAF	Operations - Supplemental Employment Department Administration Fund (SEDAF)	ORS 657.783	24,747,427	24,468,920	19,043,832	(9,515,688)	Funds diverted from employer tax payments at 0.09% for agency administrative purposes. Ending balance is needed for agency operating capital. SEDAF is projected on a quarterly basis and the agency manages to that projected revenue. 2023-25 decrease from LAB due to COLAs and pay equity. 2025-27 decrease from CSL due to federal funding uncertainty, necessitating more Other Funds usage.
OF Non-Limited	087-13-00-00000	827 - Special Fraud Control	Operations - Special Fraud Control	ORS 657.400	21,287,900	13,972,884	61,715	5,674,723	Funds are payments of interest and penalties received from claimants on UI benefit overpayments due to fraud. Use of funds is restricted to costs associated with prevention, detection, and collection of unemployment benefit overpayments; costs associated with the Lost Wages Assistance (LWA) program; costs associated with reimbursing FEMA for overpayments; and administration of other agency benefit programs. 2023-25 decrease from LAB due to COLAs and pay equity.
OF Non-Limited	010-80-00-00000	47180 - Paid Leave Trust Fund	Trust Fund - Paid Family and Medical Leave Insurance Fund	ORS 657B.430	612,615,210	505,908,152	612,313,158	680,669,934	Paid Leave Oregon Trust fund revenues include contributions (ORS 657B.150, contribution rate = 1% of wages, 60% paid by employer and 40% paid by employee); equivalent plan fees (ORS 657B.210, \$250 per initial application); and penalties (ORS 657B.920, late filing = 0.02% of employer wages, rounded to the nearest \$100 and varies from \$10-\$100 for employers with no employees during the reporting quarter). 2023-25 decrease from LAB due to uncertainty of collections and benefit usage for Paid Leave.
OTHER FUNDS LIMITED									
OF Limited	010-10-00-00000		Operations - Unemployment Insurance		0	0	0	0	No ending balance. OF is transferred in from Non-Limited DCR.
OF Limited	010-20-00-00000		Operations - Workforce Operations		0	0	0	0	No ending balance. OF is transferred in from Non-Limited DCR.
OF Limited	010-40-00-00000		Operations - Office of Admin Hrsg		2,496,186	4,610,644	3,159,213	3,890,629	Ending balance is 60 days working capital for OAH.
OF Limited	010-50-00-00000		Operations - Workforce & Economic Research		0	0	0	0	No ending balance. OF is transferred in from Non-Limited DCR.
OF Limited	010-05-00-00000		Operations - Shared Services		0	0	0	0	No ending balance. OF is transferred in from Non-Limited DCR.
OF Limited	010-80-00-00000		Operations - Paid Leave Oregon		0	0	0	0	No ending balance. OF is transferred in from Non-Limited DCR.
OF Limited	010-90-00-00000		Operations - Modernization		0	0	0	0	Balance remains in UI Trust Fund until needed.

Objective: Provide updated Other Funds ending balance information for potential use in the development of the 2025-27 legislatively adopted budget.

Instructions:

- Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2023-25 legislatively approved budget. If this changed from previous structures, please note the change in Comments (Column (j)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).
- Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (h): Use the appropriate, audited amount from the 2023-25 legislatively approved budget and the 2025-27 current service level at Governor's Budget.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. The revised column (i) should assume 2025-27 current service level expenditures, considering the updated 2023-25 ending balance and any updated 2025-27 revenue projections. Do not include adjustments for reduction options that have been submitted. Provide a description of revisions in Comments (Column (j)).
- Column (j): Please note any reasons for significant changes in balances previously reported during the 2023 session.

Additional Materials: If the revised ending balances (Columns (g) or (i)) reflect a variance greater than 5% or \$50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.

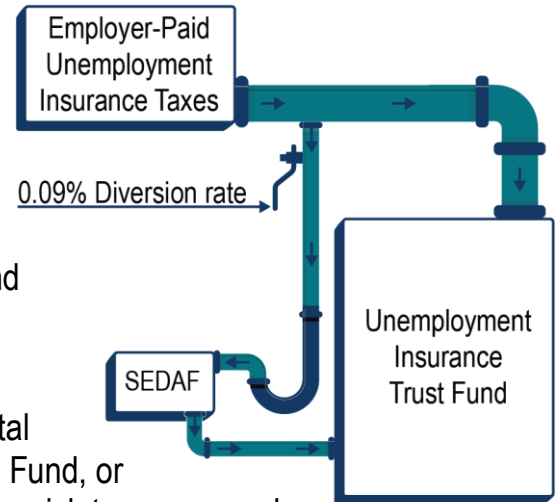
Agency	SCR	DCR	Pos No	Position Class Comp	Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2025-27 GF PS Total	2025-27 LF PS Total	2025-27 OF PS Total	2025-27 FF PS Total	2025-27 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy
471	47100-010-10-00-00000	47100-010-10-10-00000	1904014	OAH C5246	Compliance Specialist 1 - SR21 - Non Exempt	PP				1.00	0.50	0	0	0	101,531	101,531	11/18/2022		Funding another position
471	47100-010-10-00-00000	47100-010-10-10-00000	2110500	OAH C0104	Office Specialist 2 - SR15 - Non Exempt	PF			1.00		1.00	0	0	164,961	0	164,961			PFP 24-03 Approved 1/7/2025
471	47100-010-10-00-00000	47100-010-10-10-00000	2110513	OAH C0212	Accounting Technician - SR19 - Non Exempt	PF			1.00		1.00	0	0	188,601	0	188,601			PFP 24-03 Approved 1/7/2025
471	47100-010-10-00-00000	47100-010-10-10-00000	2110514	OAH C0212	Accounting Technician - SR19 - Non Exempt	PF			1.00		1.00	0	0	188,601	0	188,601			PFP 24-03 Approved 1/7/2025
471	47100-010-10-00-00000	47100-010-10-10-00000	2110750	OAH C0107	Administrative Specialist 1 - SR17 - Non Exempt	PF			1.00		1.00	0	0	175,743	0	175,743			PFP 24-03 Approved 1/7/2025
471	47100-010-10-00-00000	47100-010-10-10-00000	2110751	OAH C0107	Administrative Specialist 1 - SR17 - Non Exempt	PF			1.00		1.00	0	0	175,743	0	175,743			PFP 24-03 Approved 1/7/2025
471	47100-010-10-00-00000	47100-010-10-10-00000	2110752	OAH C0107	Administrative Specialist 1 - SR17 - Non Exempt	PF			1.00		1.00	0	0	175,743	0	175,743			PFP 24-03 Approved 1/7/2025
471	47100-010-20-00-00000	47100-010-20-10-00000	0001356	OAH C0860	Program Analyst 1 - SR23 - Non Exempt	PF				1.00	1.00	0	0	0	202,665	202,665	12/15/2023		Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	0001505	OAH C0104	Office Specialist 2 - SR15 - Non Exempt	PF			1.00		1.00	0	0	164,961	0	164,961	10/2/2023		Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2110309	OAH C0860	Program Analyst 1 - SR23 - Non Exempt	PF				1.00	1.00	0	0	0	202,665	202,665	5/31/2023		Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310403	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310404	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310406	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310407	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310408	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310409	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310410	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310411	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310412	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310413	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310414	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310415	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310416	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310417	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			Vacancy Savings
471	47100-010-20-00-00000	47100-010-20-10-00000	2310418	OAH C6699	Business & Employment Specialist 2 - SR21 - Non Exempt	PF			1.00		1.00	0	0	202,665	0	202,665			PFP 24-04
-	0	-	-	-	TOTAL	-	0.00	0.00	114.45	26.55	136.50	0	0	26,804,603	4,980,346	31,751,303	-	-	-

Supplemental Employment Department Administrative Fund (SEDAF)

What is the Supplemental Employment Department Administrative Fund (SEDAF)?

By law, most Oregon employers pay payroll taxes into the Unemployment Insurance (UI) Trust Fund. This fund is what Oregon uses to pay UI benefits. Designed to be self-balancing, Oregon's UI Trust Fund is one of the healthiest in the country. The UI Trust Fund balance also earns interest, which helps keep employers' tax rates lower.

The Legislature created the Supplemental Employment Department Administrative Fund, or SEDAF, in 1987. At the same time, the Legislature approved a one-time diversion of 0.3% from employers' unemployment taxes from the Trust Fund to SEDAF to help the department to cover administrative costs that are unfunded by the U.S. Department of Labor. In 2005, Oregon's state Legislature established a permanent SEDAF diversion rate of 0.09%. The Oregon Employment Department is also required by law to transfer unused SEDAF funds back into the UI Trust Fund at the end of every biennium.



How does SEDAF fit into the Agency's general revenue stream?

The U.S. Department of Labor reimburses Oregon for administering the Employment Department's federal programs, such as UI and workforce development. However, federal funding does not cover the entire cost of running the programs. The balance is covered by other funds, which includes SEDAF and interest and fees from overpaid benefits and late taxes.

What did the 2024 increase in SEDAF pay for?

In 2024, the Employment Department received permission from the Legislature to increase the SEDAF diversion rate from its previous 0.09% to 0.109% to help cover the increasing gap between federal funding and the cost of running its federal programs in Oregon. This effort received bipartisan, bicameral support, and the funding helped supplement inadequate federal funding for the UI program to support customer service levels that Oregonians expect from their state agencies without increasing the overall tax amounts due.



2025 Employment Department
Ways and Means Committee
Program Presentations

Supplemental Information

Employment Department Overview

Long-term Vacancies

Vacancies greater than 12 months

6.6% of total OED positions

Reason	Number of positions
Vacancy savings	30
Funding another position	26
Classification review	22
Permanent finance plan	17
Recruitment	14
Workforce Modernization	9
Frances Online operational plan	6
Total	124

Equity and Inclusion Focus



- Ensuring all who are eligible are able to access our programs
- Active and productive Equity and Inclusion Council
- Embedded Equity and Inclusion Office
- Significant increase in access for underserved communities
- Meaningful engagement with employees through communication and empowerment groups
- Robust DEI and Affirmative action plans

Job Seekers and Businesses Served

Job Seekers: 74,829 Businesses: 7,507
 (Totals for July 1, 2023 to June 30, 2024)

WorkSource Center	Job Seekers	Employers	WorkSource Center	Job Seekers	Employers	WorkSource Center	Job Seekers	Employers
Albany	1,604	144	Hermiston	1,679	143	Portland Metro - Gresham	5,009	219
Baker City	454	89	Klamath Falls/ Lakeview	1,717	233	Portland Metro - N/NE	7,004	492
Bend	2,742	135	La Grande	655	122	Portland Metro - SE	4,913	111
Brookings/Harbor	534	60	Lebanon	775	35	Portland Metro - Tigard	5,345	384
Burns	108	23	Lincoln City	629	45	Prineville	0	31
Canyon City	133	38	Madras	0	14	Redmond	1,706	72
Coos Bay	1,518	210	McMinnville	1,817	117	Roseburg	2,769	183
Corvallis	765	89	Medford	4,258	503	Salem	5,956	349
Dallas	504	34	Newport	795	96	Seaside	906	126
Enterprise	0	10	Ontario	864	100	St Helens	903	57
Eugene	5,995	325	Oregon City	5,558	313	The Dalles	901	100
Florence	157	43	Pendleton	1,118	60	Tillamook	555	68
Grants Pass	2,202	185	Portland Metro - Beaverton/ Hillsboro	6,061	187	Woodburn	47,936	51

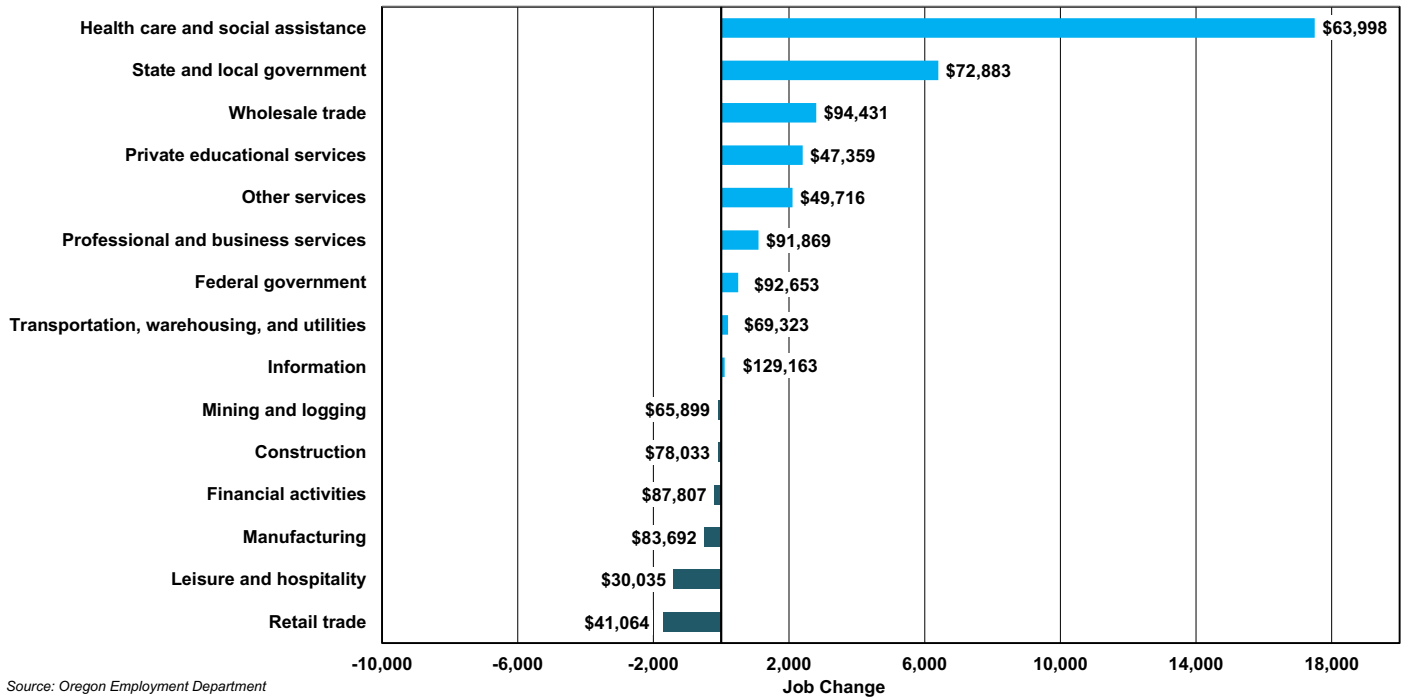
Employment, economic indicators, and recession planning

Oregon experienced a full jobs recovery from the pandemic recession in three years. The state has been in a jobs expansion since the beginning of 2023, but growth has been slow. Job growth has also shifted from a broad-based recovery to more concentrated gains, particularly in private health care and social assistance. Job vacancies have returned to more typical levels but have also become more concentrated in private health care and social assistance. After layoffs led unemployment surging to a record-high rate of 13.7% in early 2020, the relatively fast jobs recovery brought unemployment back down near record low levels. Oregon’s unemployment rate has been below 4.5% since September 2021.

Employment trends

Oregon lost 279,000 total nonfarm jobs in spring 2020. As of January 2023, all those jobs were regained. Employment growth has slowed since then, with gains totaling 29,100 jobs (1.5%) over the past year.

**Oregon's Job Change and Average Pay by Industry, November 2023 - November 2024,
Seasonally Adjusted, 2023 Annual Average Wage**



Source: Oregon Employment Department

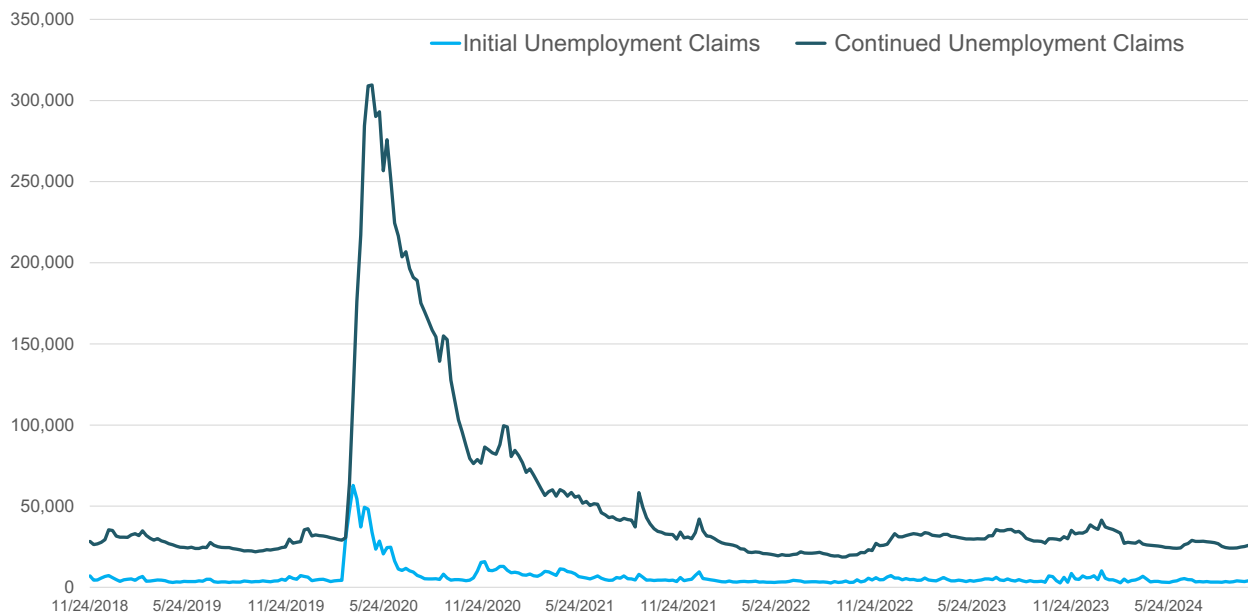
- Job growth was concentrated in private health care and social assistance over the past year. The sector added 17,500 jobs, a growth rate of 6.0%.
- At the same time, some sectors had notable job losses over the past year. Retail trade declined by 1,700 jobs (-0.8%), and leisure and hospitality lost 1,400 jobs (-0.7%).
- Oregon’s job gains were about the same as the U.S., which grew by 1.4% over the year. Recent U.S. job gains were also concentrated in private health care and social assistance.

Economic indicators

There are concerns about the possibility of another recession in Oregon and the U.S. Low unemployment and job growth, although slow and uneven, continue in Oregon. Unemployment insurance claims also remain low. Despite some high-profile announcements, layoffs have not yet materialized into a sustained increase in unemployment.

Initial and Continued Claims for Unemployment Benefits in Oregon

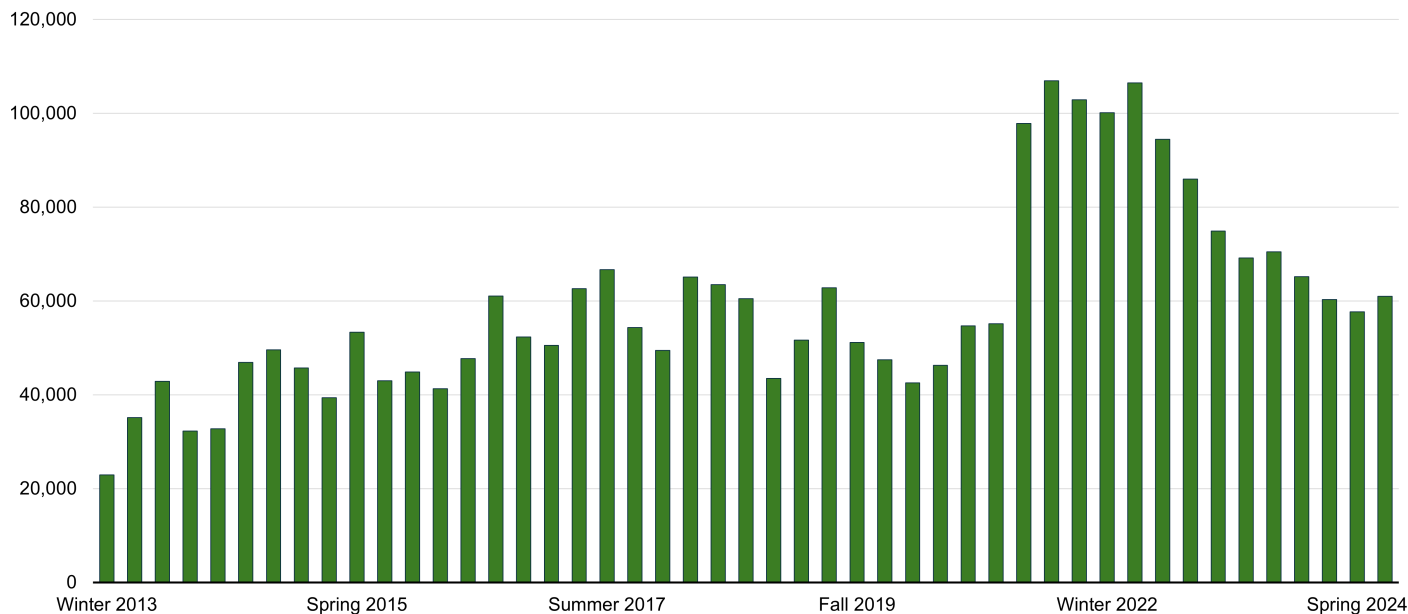
Reflecting Week Ended 11/24/18 - 11/9/24



Source: Oregon Employment Department

Hiring demand has returned to more typical levels for both Oregon and the U.S. Oregon’s private-sector employers reported about 61,000 job openings at any given time in summer 2024. Before the pandemic recession, the largest number of job openings totaled 67,000 (summer 2017). There are currently three unemployed workers for every two private-sector job openings, and the majority (51%) of job openings are reported by employers as difficult to fill. Vacancies have become highly concentrated in private health care and social assistance, which accounted for 42% of all job openings this past summer.

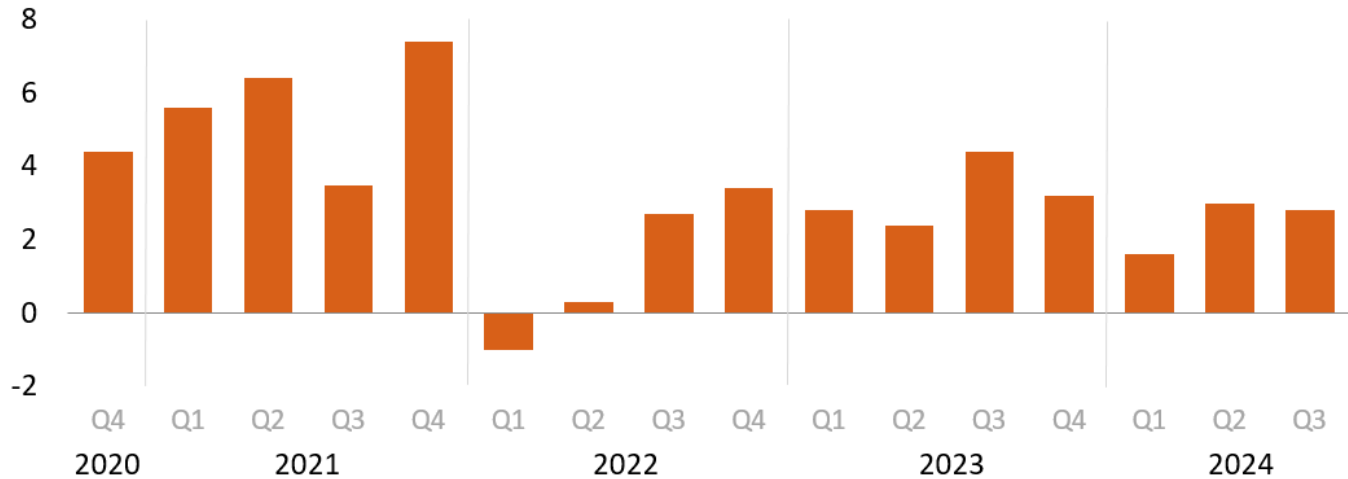
Job Vacancies at Private Employers in Oregon, 2013 - 2024



Source: Oregon Employment Department, Quarterly Job Vacancy Survey

Looking beyond Employment Department data, Gross domestic product (GDP) measures the value of the final goods and services produced in the United States. Changes in GDP are the most popular indicator of the nation's overall economic health. In the third quarter of 2024, U.S. GDP showed a gain of 2.8%. This primarily reflected increases in consumer spending, exports, and federal government spending. This was the tenth consecutive quarter with a positive GDP growth reading in the U.S.

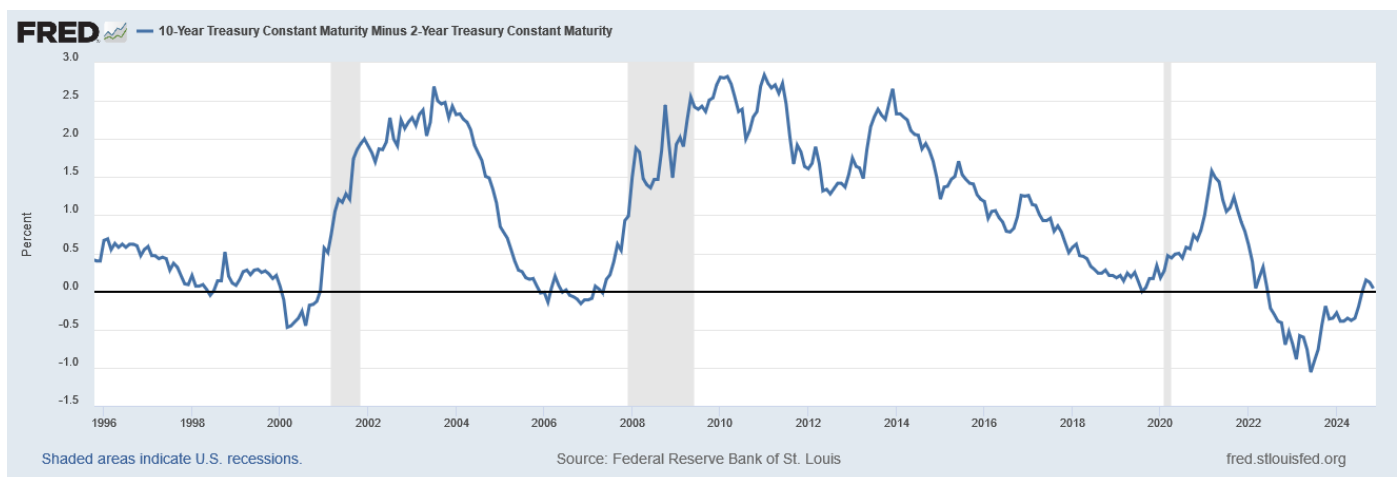
Real GDP: Percent change from preceding quarter



U.S. Bureau of Economic Analysis

Seasonally adjusted annual rates

The yield on 10-year Treasury notes fell below the two-year rate. This inversion happened in April 2022, and again from July 2022 to July 2024. The inverted yield curve itself does not cause or predict a recession. It does indicate enough short-term weakness that additional economic shocks could result in a recession. When the yield curve inverts, a recession typically follows within a couple of years.



Economic Cycle Plan

The Oregon [Office of Economic Analysis forecasts slow job growth](#) in Oregon between the fourth quarters of 2024 and 2025. If indicators start to show signs of trouble, the Employment Department has an Economic Task Force and plan to help us be proactive and focused on operational needs prior to, at the onset of, and after the conclusion of an economic downturn. The plan includes:

- A chartered cross-functional agency Task Force that meets quarterly
- Monthly tracking and reporting of key economic indicators
- A checklist with key points to consider during an economic downturn
- A communication plan with direction for engaging with stakeholders and partners
- General information regarding incorporating necessary changes into daily workflow; customer service and budgetary considerations; and a staffing guide
- A scorecard for use after the economic downturn to determine how we can improve the plan

Fighting back against fraud

Oregon has seen, and will continue to see, unemployment insurance fraud. But employers and individuals can help us fight fraud! Find out more on our website unemployment.oregon.gov.

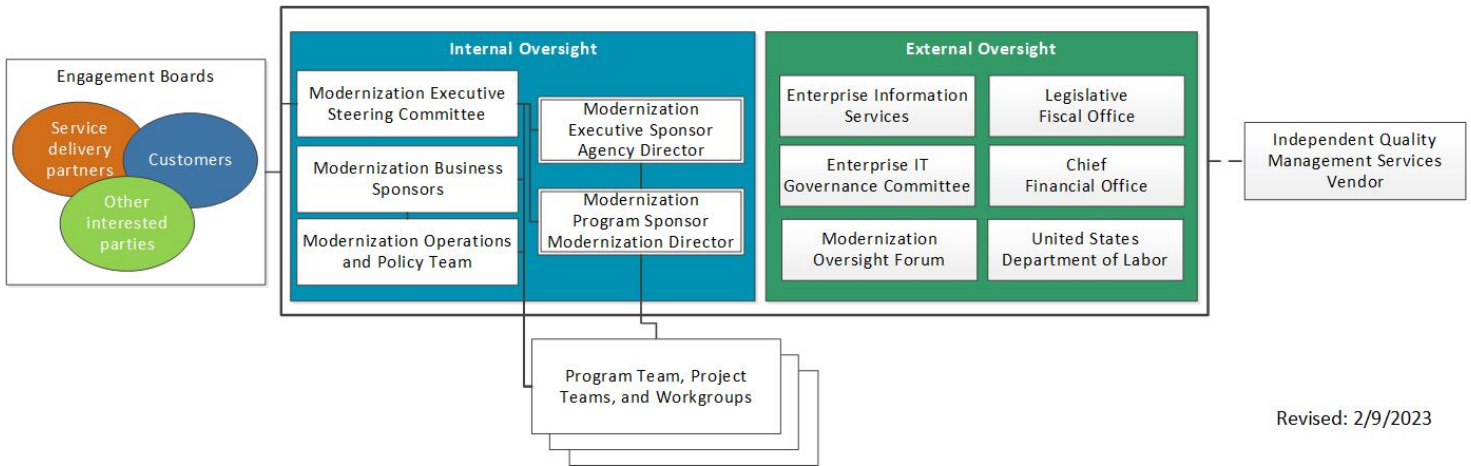
There you can find dedicated pages where you can:

- report fraud.
- learn how to recognize and avoid unemployment insurance scams.
- learn the signs you may be a victim of identity theft.
- learn what to do if you are a victim of identity theft.
- learn about “hijacked claims.”

Fraud is an ongoing challenge. We need assistance from the public to quickly identify fraudsters, the continued partnership of other states and organizations to share best practices, tips, and leads, and from federal partners to help with criminal investigations and prosecutions across state and national boundaries.

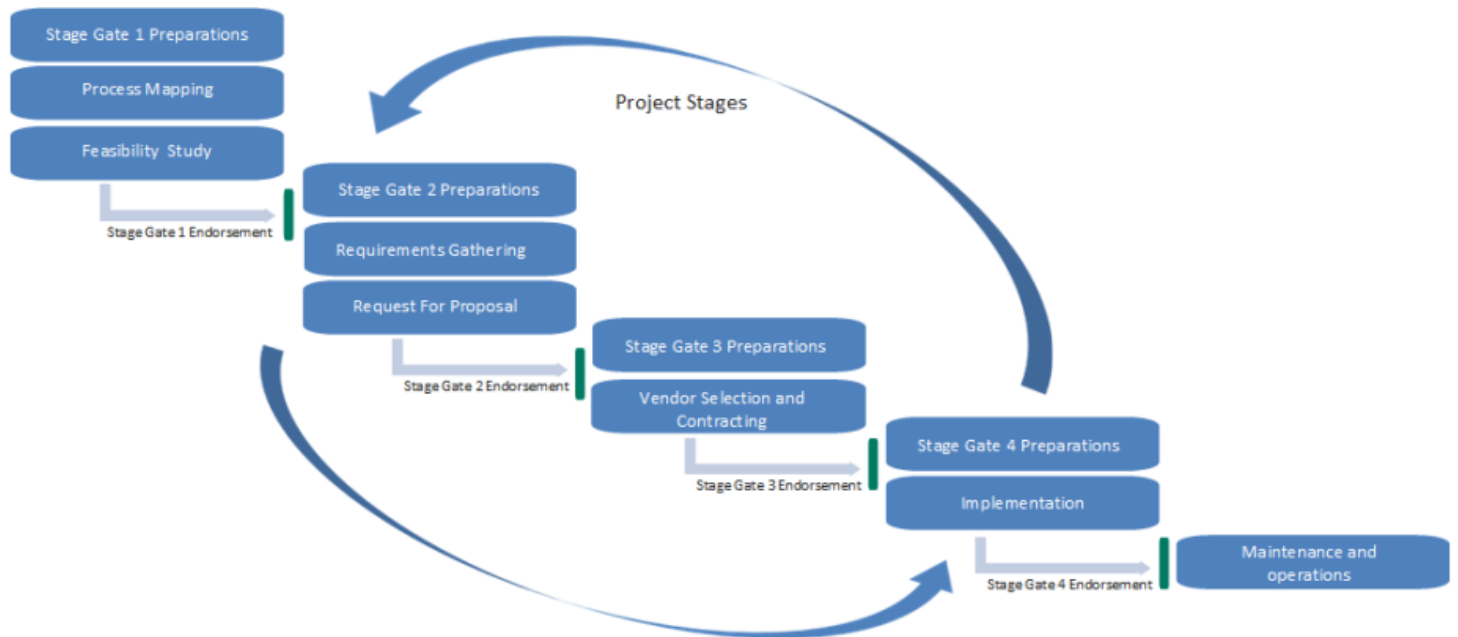
Modernization Program

Modernization Program governance



This graphic illustrates the Modernization Program’s oversight and governance including executive and business sponsors, a steering committee, Engagement boards representing multiple customer groups, and an oversight forum that includes Oregon legislators.

Joint Legislative & Executive Branch Stage Gate Process



The stage gate process allows the Legislature and the State’s Enterprise Information Services to provide oversight and ensure we are on track and meeting requirements throughout each stage of our modernization projects.

The UI Modernization Project is currently in stage 4, the implementation stage. We are preparing to submit the required artifacts for stage gate 3 for the Workforce Modernization Project, allowing us to begin selecting a vendor and negotiate a contract.

Paid Leave Oregon Program

Trust Fund Forecast

OREGON EMPLOYMENT DEPARTMENT PAID LEAVE OREGON PROJECTIONS				
Paid Leave Oregon Revenue, Expenditures, and Trust Fund Balance				
as of 1/23/2025				
Biennium	2019-2021	2021-23	2023-25	2025-27
(A) Beginning Fund Balance		33,941,651	190,593,657	520,732,136
Revenue				
(B) General Fund Loan to Paid Leave Oregon fund	42,168,822			
(C) Contributions (begin 1/1/23)		227,252,037	1,693,078,941	1,993,313,717
(D) Fees (Employer Equivalent Plans)		315,504	969,345	960,048
(E) Interest and Penalties		1,741,199	9,249,195	5,120,833
(F) Interest on Fund		1,589,394	48,743,217	51,477,453
(G) Subtotal (B+C+D+E+F)	42,168,822	230,898,135	1,752,040,698	2,050,872,051
Expenditures				
(H) General Fund Loan Repayment		40,304,477	1,864,345	
(I) Benefit Payments (begin 9/3/2023)			1,282,349,014	1,722,066,515
(J) Grant Payments			277,000	672,000
(K) Administrative Costs	8,227,171	33,941,651	137,411,861	151,200,000
(L) Subtotal (H+I+J+K)	8,227,171	74,246,129	1,421,902,220	1,873,938,515
(M) Ending Fund Balance (A+G-L)	33,941,651	190,593,657	520,732,136	697,665,672

This chart shows the actual and projected forecast for Paid Leave Oregon's trust fund, including revenue and expenditures for the 2021-23, 2023-25, and 25-27 biennium. Information is based on actual data through Q3 2024 and forecasted data as of 1/28/25.

Program Comparison

- Paid Leave Oregon
- [Oregon Family Leave Act \(OFLA\)](#)
- [Family and Medical Leave Act \(FMLA\)](#)
- [Oregon Sick Leave](#)

Paid Leave Oregon and the Oregon Bureau of Labor & Industries created this chart as a general program comparison. It is not intended to provide legal or financial advice and does not cover all possible exceptions. Each program has different qualifications and factors that determine eligibility.

Contact each agency directly to determine eligibility for their programs.

ELIGIBILITY REQUIREMENTS	Paid Leave Oregon	OFLA	FMLA	Oregon Sick Leave
Covered employers	All employers except federal or Tribal governments	Employers with 25 or more employees	Employers with 50 or more employees and all public employers	All employees are eligible for protected unpaid time ¹
Wages required to be eligible for leave	\$1,000 in wages during the base or alternate base year	n/a	n/a	n/a
Required time worked for employer before taking leave and before job protection applies	No work time requirement for Paid Leave benefits, but must have worked 90 days to have job protection	180 days ²	12 months	90 days ³

¹ Employers who employ 10 or more employees (or 6 or more if the employer is located in the city of Portland) must provide paid sick leave.

² 30 days during a declared public health emergency.

³ An employer may allow an employee to use sick leave prior to the 91st day of employment.

ELIGIBILITY REQUIREMENTS	Paid Leave Oregon	OFLA	FMLA	Oregon Sick Leave
Required hours worked for employer to be eligible for leave	n/a	25 hors/week in past 180 days	12 months	1 sick time hour earned for every 30 hours worked
Geographic requirement	n/a	n/a	Location with 50 employees within 75 miles	n/a
Eligibility requirement				
Not a requirement				

QUALIFYING PURPOSES	Paid Leave Oregon	OFLA	FMLA	Oregon Sick Leave
Family Leave				
Birth, adoption or foster placement (includes leave for the legal process before adoption or foster placement)	Yes <i>(Leave for the legal process before a foster placement or adoption will be covered beginning Jan. 1, 2025)</i>	Yes <i>(Up to 2 weeks of leave for the legal processes for placement of a child through adoption or foster care will be covered between July 1, 2024, through Dec. 31, 2024.)</i>	Yes	Yes
Family member's serious health condition <i>(family member definitions vary)</i>	Yes	Yes <i>(only for the employee's child, see sick child below)</i>	Yes	Yes
Medical Leave				
Person's own serious health condition	Yes	Yes <i>(only for a pregnancy disability)</i>	Yes	Yes
Safe Leave				

QUALIFYING PURPOSES	Paid Leave Oregon	OFLA	FMLA	Oregon Sick Leave
Domestic violence, sexual assault, harassment, bias, or stalking	Yes	No <i>Reasonable safety accommodations under ORS 659A may include leave.</i>	No	Yes
Other Leave Types				
Extended leave for a pregnancy* <i>*In addition to leave for serious health condition</i>	Yes	Yes	No	No
Sick child leave	Yes <i>(only for a serious health condition)</i>	Yes	No	Yes
Military family leave	No	Yes	Yes	No
Bereavement leave	No	Yes <i>Up to 2 weeks per occurrence, 4 weeks per year</i>	No	Yes
Public health emergency	No	Yes Active public health emergency allows for sick child leave for school or child care closures.	No	Yes
Covered				
Not Covered				

LEAVE LENGTH AND BENEFIT PAYMENTS	Paid Leave Oregon	OFLA	FMLA	Oregon Sick Leave
Leave length <i>(most cases)</i>	12 weeks in a one-year period	12 weeks in a one-year period	12 weeks in a one-year period	40 hours in a one-year period

LEAVE LENGTH AND BENEFIT PAYMENTS	Paid Leave Oregon	OFLA	FMLA	Oregon Sick Leave
Maximum leave length <i>(for certain combinations of leave types)</i>	14 weeks in a one-year period	24 weeks in a one-year period	26 weeks in a one-year period	Employers may cap use at 40 hours per year
Payment	Paid leave	Unpaid leave	Unpaid leave	Paid leave for employers with 10 or more employees <i>(6 or more in Portland)</i>
Benefit amount	Varies based on employee's average weekly wage. Up to 100% for lower-income employees.	n/a	n/a	100% of regular wages

Strategic Plan 2023 – 2027

Mission

To serve the public by providing fair, accessible and efficient contested case services in a neutral forum

Guiding Principles:

Public Service: We are accountable to the public, agencies and the law, as well as each other. We take pride in the high- quality and professional services provided by the Office of Administrative Hearings.

Government Efficiency & Accountability: We ensure the best use of public resources by using efficient processes and procedures, including leveraging new technology. We are committed to providing honest, legally accurate and timely communication to all parties of the contested case hearing process.

Equity, Fairness & Access to Justice: We provide equitable access to contested case hearings by meeting the diverse needs of hearing participants and ensuring they understand both the contested case process and results. We make certain that all who use our services are treated with fairness, dignity and respect.

Goal 1	Goal 2	Goal 3
<p>Ensure high-quality, efficient, and timely delivery of services</p>	<p>Foster a respectful workplace where all OAH employees can thrive</p>	<p>Apply forward-thinking and be adaptable in the use and application of technology</p>
<ul style="list-style-type: none"> • <i>Improve customer-facing procedures by acting on customer survey data and improving phone response times and procedures, with an eye toward diversity, equity, and inclusion and compliance with statutory deadlines.</i> • <i>Update public facing web site to include fillable forms, increased use of accessibility tools, and improved information flow.</i> • <i>Work with the budget section, the legislature, customer agencies and the Oversight Committee to</i> 	<ul style="list-style-type: none"> • <i>Improve employee culture for everyone at the OAH with eye toward celebrating and respecting differing cultural backgrounds, including hiring DEI-specific staff and integrating those efforts into all of our processes and procedures.</i> • <i>Find ways to build team cohesiveness in a hybrid work environment, including in-person staff meetings and team building opportunities, taking into account differing employee circumstances.</i> 	<ul style="list-style-type: none"> • <i>Continue with ongoing updates maintenance and improvements to CMS, including instituting a public-facing portal similar to other eCourt systems, as well as updated file transfer protocols.</i> • <i>Ensure that everyone at OAH has high quality and up-to-date equipment with quick access to trouble-shooting tips and technical assistance, as well as appropriate staffing for IT at the OAH.</i> • <i>Leverage technology to provide better hybrid and remote hearings; create appropriately accessible hearings spaces provisioned with supplies to</i>

<p><i>ensure appropriate staffing levels in all programs, in order to absorb caseload surges and changing workloads.</i></p> <ul style="list-style-type: none"> • <i>Examine the provision of services in different languages, with an eye toward meeting the diverse needs of hearing participants.</i> 	<ul style="list-style-type: none"> • <i>Communicate clear expectations, including the background, to both employees and managers. This includes holding all accountable, using free flow of information and quarterly check-ins.</i> • <i>Improve communication from the Chief and the Executive Team, as well as among Executive Team members. Lead by example in this area.</i> • <i>Providing appropriate training, personal development, and mentoring and advancement opportunities to all OAH employees.</i> 	<p><i>meet those needs including, but not limited to, microphones, monitors, and cameras.</i></p> <ul style="list-style-type: none"> • <i>Work more closely and proactively with our IT partners to foster better understanding of OAH's needs, and to allow for improved response time where possible.</i> • <i>Work closely with staff, ALJs and the Executive Team to determine needs and follow up on those requests. Conduct a biannual review of new technology and what can be of use to the OAH.</i>
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OVERSIGHT COMMITTEE
OFFICE OF ADMINISTRATIVE HEARINGS
BY-LAWS

Article 1. Name, Authority, Membership, Terms, Purpose, Address

Section 1. Name of the Committee

This committee shall be known as the Office of Administrative Hearings, Oversight Committee.

Section 2. Legal Authority for the Committee

The Oversight Committee is organized in accordance with Or Laws 1999, ch 849, section 21.

Section 3. Membership of the Committee

The Committee shall be composed of the following members: two Senators appointed by the President of the Senate; two Representatives appointed by the Speaker of the House; two members appointed by the Governor, one of whom is an active member of the Oregon State Bar with experience in representing parties who are not agencies in contested case hearings; two members appointed by the Attorney General, and the Chief Administrative Law Judge serving *ex officio*.

Section 4. Terms of Membership

- A. The term of a legislative member shall be two years. If a legislative member ceases to be a senator or representative during the person's term on the Committee, that person may continue to serve the balance of the term.
- B. The term of all appointed members shall be four years. Appointed members may be reappointed. If a vacancy occurs prior to the expiration of a member's term, the appointing official shall appoint a new member to serve the remainder of the term. An appointed member may be removed from the Committee at any time by the appointing official.

Section 5. Duties of the Committee

The Committee shall study the implementation and operation of the Office of Administrative Hearings, make any recommendations to the Governor and Legislative Assembly to increase the effectiveness, fairness and efficiency of the OAH operations, make any recommendations for additional legislation governing the operations of the OAH, and conduct such other studies as necessary to accomplish the purposes of the Committee. Oversight Committee make recommendations to the governor on the appointment or reappointment of the chief administrative law Judge.

Section 6. Committee Address

The official office location and mailing address of the Committee shall be:

Rema Bergin, Oversight Committee
Office of Administrative Hearings
4600 25th Street NE, Suite 140
Salem, OR 97301
Mail: PO Box 14020, Salem, OR 97309

Article 2. Officers, Terms of Office, and Elections

Section 1. Officers

The officers of the Oversight Committee shall be the Chairperson and Vice Chairperson

Section 2. Terms of Office

There shall be no limit to the number of terms of office the Chairperson and Vice Chairperson may serve.

Section 3. Election of Officers

Elections of the Chairperson and Vice Chairperson shall be held at the first meeting of the Committee. Elections shall be held every two years thereafter at the first meeting of the year when a quorum of the Committee is in attendance.

Article 3. Meeting Procedures, Voting Rights, and Quorum

Section 1. Meeting Procedures

- A. The committee shall meet in the months of August and January or at such times as determined by the chairperson
- B. The Chairperson may from time to time request an emergency meeting. The provisions of Article 3 shall govern the conduct of these meetings.
- C. The Chairperson or Vice Chairperson, at the Chairperson's request, shall preside at all meetings of the Committee.
- D. Public notice of all regular meetings of the Committee shall be given at least 48 hours prior to the meeting and all meetings shall be held in accordance with Oregon's Public Meetings Law, ORS 192.610 to 192.690. Notice shall be mailed, faxed, e-mailed, or delivered personally to each member of the Committee. The meeting notice will be posted on the Oregon transparency website.

Section 2. Voting Rights

Each member of the Committee who is present shall cast one vote on any question. The Chief Administrative Law Judge may vote only when the votes of the other members are equally divided. A vote of the majority of members present (50 percent plus one, excluding the Chief Administrative Law Judge) shall be sufficient to pass a motion, providing a quorum is present.

Article 4. General Provisions

Section 1. Record Keeping

Written minutes shall be kept. These minutes shall record all members present, motions, proposals, resolutions, and measures proposed and their dispositions, the result of all votes, and the substance of any matter discussed. The draft minutes will be sent to the committee members and appropriate staff within two weeks of the meeting. That member edits will be submitted to the Office of Administrative Hearing Staff within 30 days of the meeting and that the final version shall be completed and posted on the Office of Administrative Hearings Oversight Committee website within 45 days of the meeting. The meeting minutes may be approved by the committee members via e-mail or other communication outside of a public meeting, and that the past minutes will be posted on the website, as recommended by Dept. of Administrative Services (DAS). The final version be sent

back to committee members for review and any final changes or clarifications by the committee before approval and posting on the website of the final version.

Section 2. Absenteeism

If a Committee member cannot attend a meeting, the Chairperson should be notified as soon as possible before the meeting. Three consecutive absences without notice shall be deemed to be a resignation.

Section 3. Amendments

These By-laws may be amended or repealed and new by-laws enacted by two-thirds vote of the Committee.

Revised September 2022