



Bureau of Labor and Industries

February 24, 2025



Agenda

- Overview of Bureau Responsibilities
- Division and Unit Review
 - Investments and Outcomes
 - Workload and Capacity
- 2025-2027 Budget Request
- Key Performance Measures



Bureau Mission

Led by Commissioner Christina Stephenson, the Bureau of Labor and Industries protects workers' rights through enforcement of state labor laws, ensures access to housing and public accommodations free from discrimination for all Oregonians, and promotes the development of a highly skilled workforce through registered apprenticeship programs.



What the Bureau Does



Recovers wages when workers are not paid at all, paid too little, or not paid on time



Ensures Oregon workplaces are discrimination and harassment-free



Ensures Oregon housing and places of public accommodation are free from discrimination and harassment



Protects taxpayers from government waste, fraud and abuse through whistleblower protections



Ensures Oregon workers can contribute to workplaces through reasonable disability accommodations



Ensures Oregonians can take time off for their families or medical conditions without job loss or retaliation



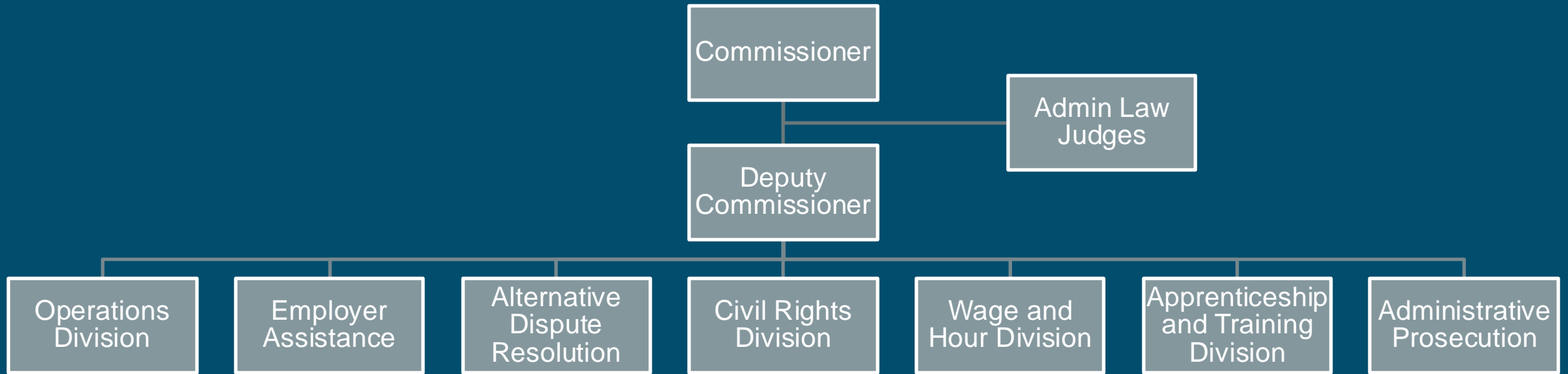
Helps to create registered apprenticeship, pre-apprenticeship and on-the-job training programs to create pathways to living wage jobs for Oregonians



Ensures that registered apprenticeship programs and pre-apprenticeship programs provide accessible, quality training



Organizational Structure



BOLI Total:
177 Positions*
(154.43 FTE)

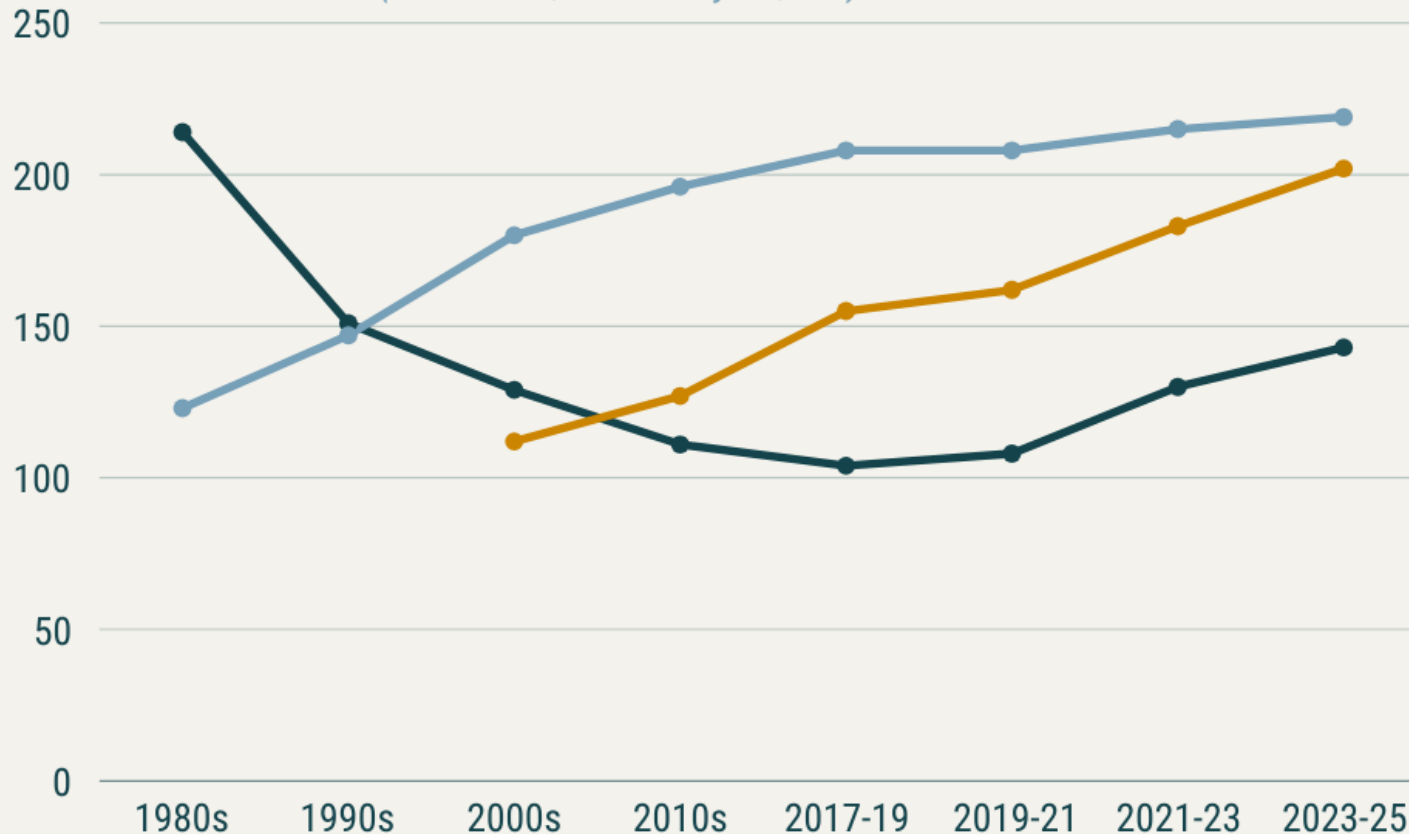
*includes LDs

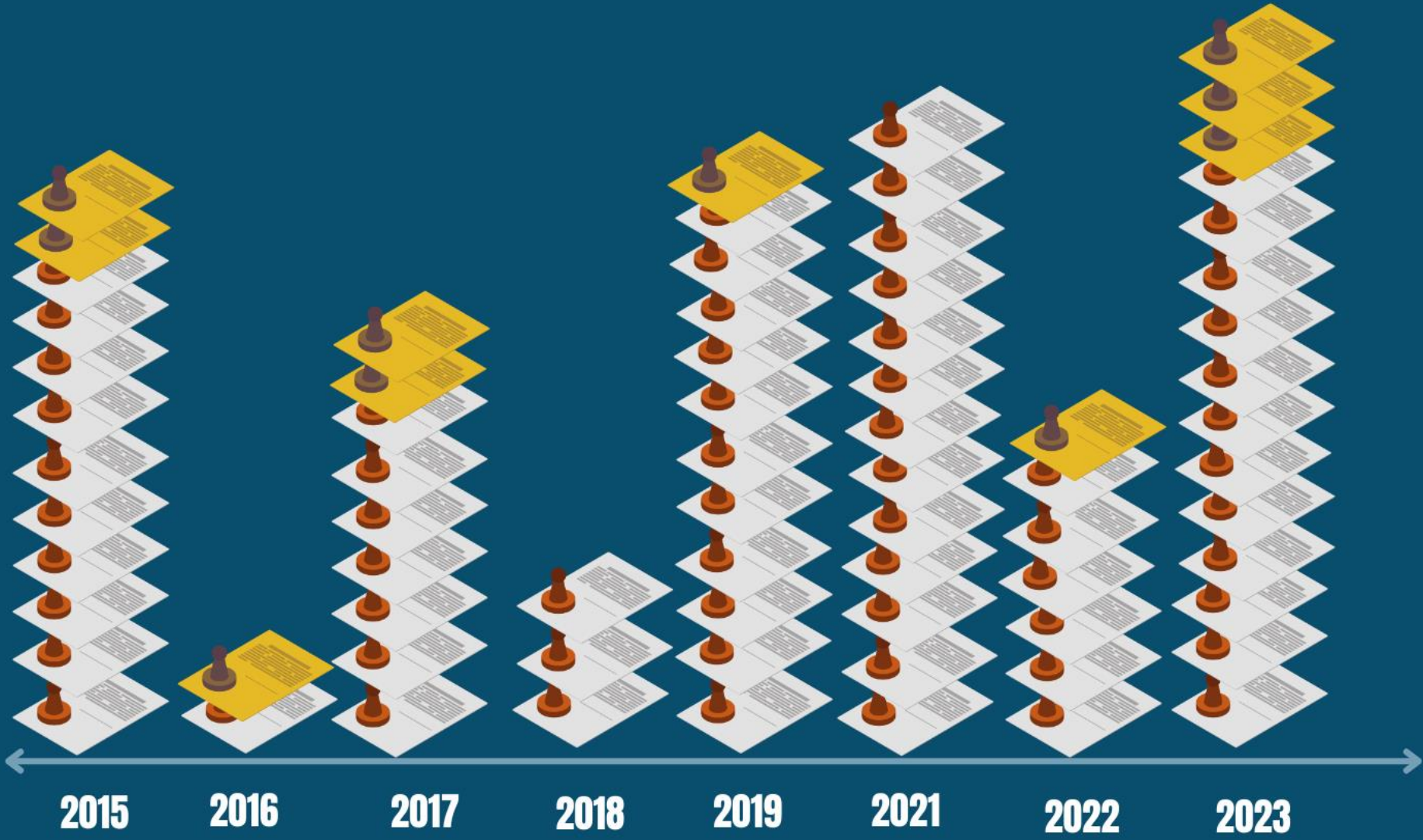


Investments in Agency Over Time

BOLI STAFF VERSUS WORKLOAD

- BOLI Employees
- Oregon Workers
(in millions, divided by 10,000)
- Oregon Businesses
(in thousands, divided by 1,000)





Cumulative Impact of Legislation that Impacts the Bureau of Labor and Industries Workload:

Over 74 total laws passed



Employer Assistance



Employer Assistance

- Provides ready access to relevant information, best practices, and guidance on BOLI's application of Oregon employment laws
- Consults directly with employers providing access to compliance experts
- Conducts training for thousands of attendees each year
- Creates factsheets, FAQs, and online toolkits
- Publishes workplace notices and employer handbooks.

89% of Oregon employers have fewer than 20 employees



EA Program Investment Over the Last 6 Years

0 FTE fund shift 2 positions to GF (21-23)

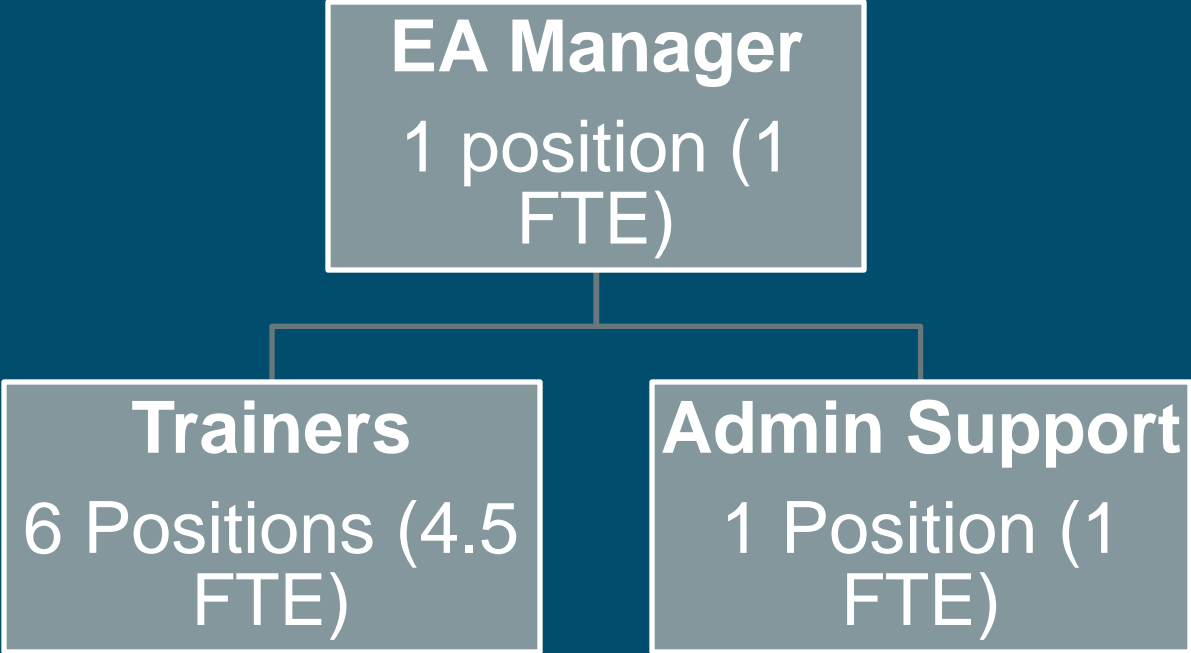
1 LD .5 EA/ATD Eastern Oregon Employer Assistance (19-23) **made permanent (23-25) GF**

1 Position
(.5 FTE)

GF



Employer Assistance (23-25)

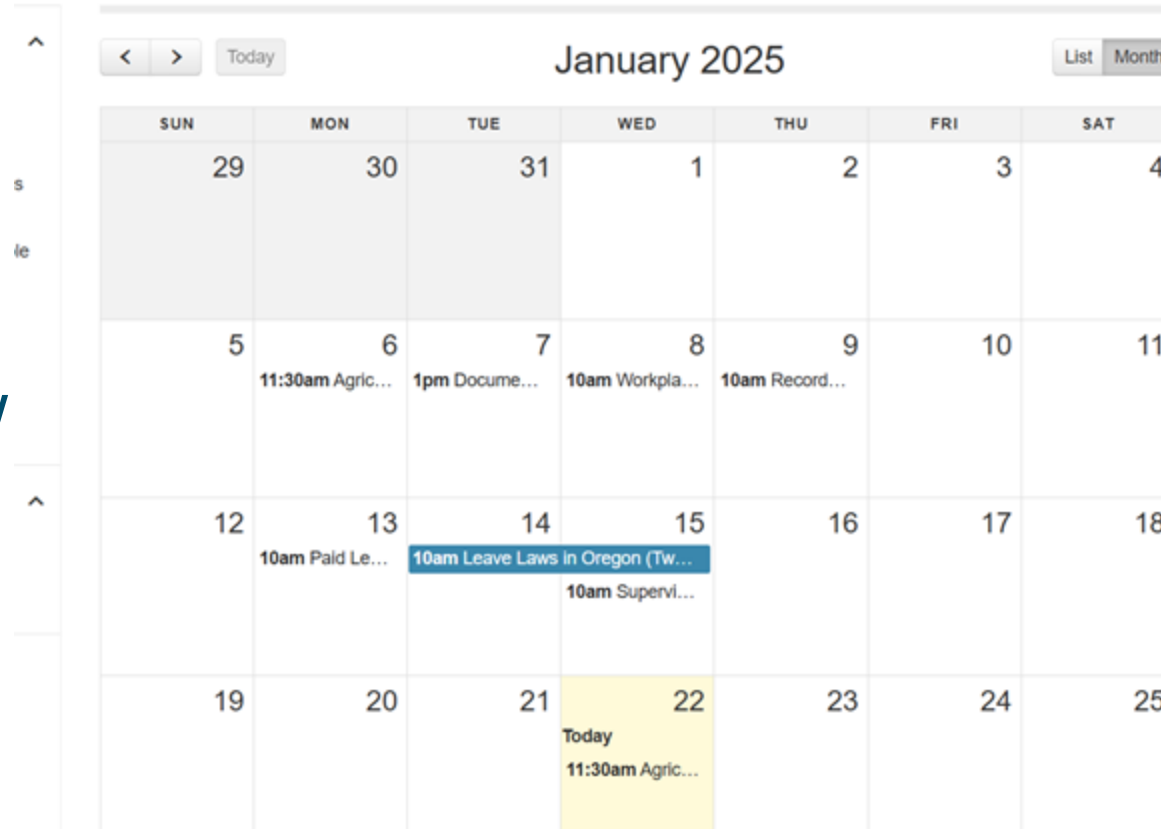


EA Total:
8 Positions
(6.5 FTE)



Public Seminars & Direct to Business Trainings

- Contracted events for direct to business training & consultation
- Annual employment law conference
- Free Ongoing Trainings for Oregon Businesses



The screenshot shows a calendar for January 2025. The calendar is viewed in a grid format with days of the week (SUN to SAT) as columns and dates as rows. The current date, January 22nd, is highlighted in yellow and labeled 'Today'. Several training events are listed in blue boxes within the calendar cells:

SUN	MON	TUE	WED	THU	FRI	SAT
29	30	31	1	2	3	4
5	6 11:30am Agric...	7 1pm Docume...	8 10am Workpla...	9 10am Record...	10	11
12	13 10am Paid Le...	14 10am Leave Laws in Oregon (Tw...)	15 10am Supervi...	16	17	18
19	20	21	22 Today 11:30am Agric...	23	24	25



Publications



Employer Assistance By the Numbers



19,257 contacts taken by Employer Assistance staff (up from 17,872 last year).



98+% of responses provided within a business day — more often the not, Employer Assistance can handle a call in real time.



184 public and onsite seminars conducted.



6,137 Oregon employers, business owners, and HR professionals trained.



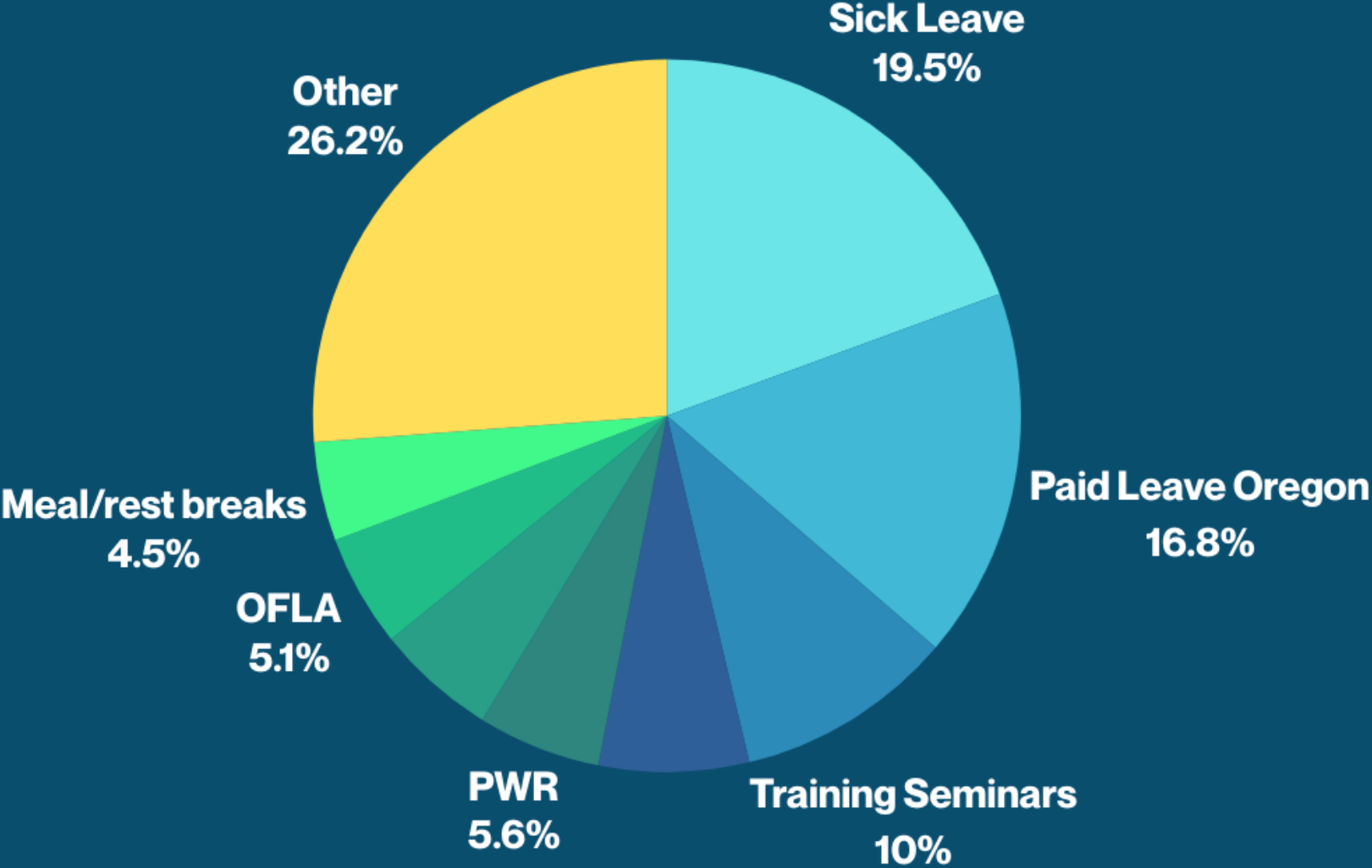
47 factsheets, FAQs and toolkits available online including a new checklist for Hiring Your First Employees and a toolkit on Disability Accommodations.




7 titles in the employer handbook series



Common Employer Assistance Inquiries



Direct Contact – Phone and Email

 **3,000**
Paid Leave Oregon
contacts in 1.5 years



New: More Resources for Employers

For Workers For Employer Civil Rights Apprenticeship About Careers Rulemaking

For Employers

Hiring Your First Employees

As your business grows, you'll probably need the extra capacity, energy and expertise that bringing on employees can provide.

On the flip side, employment is a responsibility that comes with legal obligations. A misstep here could result in a complaint or lawsuit around issues like discrimination, failure to provide leave or other required accommodations, unpaid wages and more.

Scroll through our checklist for helping you to safely navigate the road to becoming an Oregon employer.

- Read the instructions.**
Several state agencies (including BOLI) have contributed to the Secretary of State's [Oregon Employer's Guide](#). Here you'll find a checklist on topics like obtaining federal and state tax ID numbers, workers' compensation insurance and how to file withholding and unemployment taxes. Also covered are state and federal requirements for new hires like Form I-9 and reporting new hires to the Department of Justice.
- Get the papers.**
Several state and federal laws require employers to provide employees with written notice of their rights. You never have to pay money to obtain required papers. Links to download each of the commonly required written notices are available from our [Required Written Notices](#) page or you can opt for one of our low cost all-in-one papers.
- Set ground rules before you begin.**
Oregon law requires all employers to have at least two policies:
 - The **file** is a clear policy to reduce and prevent harassment, discrimination, and sexual assault and provide notice to employees in the workplace and on other occasions. Information on the Workplace Fairness Act is available [here](#).
 - The **equal pay** policy helps implement the SE 1506 (2023) as well as an exemption to **seniority**.
 - The **sexual harassment** policy gives employees the right to seek and use protection of the state's civil case of themselves or their family. Check out our page on [Sex Title for details](#).
- Have a plan for the basics.**
There's a lot to do in an employment relationship. Make sure you have a plan for each phase:
 - **Legal filing** - Beyond avoiding discrimination in the hiring process, it pays to give careful consideration to identifying the specific business needs. **Testing** an employee for **reasonableness** of unexcused absences around issues like performance measures, promotional opportunities, job competence, attendance requirements, compensation, benefits, and any number of other items have the potential to create an employment relationship "contingent" on a hire.
 - **Payday** - Wage and hour law required employers to establish a **regular payday** no more than 32 days apart. It's best to determine in advance what happens when payday falls on a holiday or the weekend.
 - **Minimum wage, overtime and working conditions** - Adopt a clear exception, most employees are entitled to **minimum wage, overtime and working conditions** requirements like [rest breaks and meal periods](#).
- Keep an eye on your deadlines.**
An eye on employee cost goals is, so to speak, the number of employees that apply to your business. The following table highlights some of the primary requirements to keep on your radar:

Employees	Applicable Requirements
One or more	Requirements on regular paydays, full pay, minimum wage, overtime and working conditions requirements. The rest and meal periods generally apply to all employees.
One or more	Oregon anti-discrimination and harassment policies prohibit employment decisions based on protected classes like age, race, religion and sex (including sexual orientation and gender).
One or more	Reasonable safety accommodations for victims of domestic violence, harassment, sexual assault or stalking (and starting January 1, 2024, SAFE law).
One or more	Oregon employers must provide reasonable and periodic rest breaks for a child up to 18 months of age. Employers must also make reasonable efforts to provide an appropriate location to express milk in private. This means a place other than a public restroom or toilet stall, close to the employee's workstation, separated from view and without intrusion. (Employees with 10 or more employees may request an undue hardship exemption.)
One or more	Paid Leave Oregon provides wage replacement benefits and job-protected time for medical leave, family leave and sick leave.
One or more	Protected sick leave . The time is unpaid unless an employer has six or more employees anywhere in Oregon and a Portland establishment (or 10 or more employees in the state).
One or more	Paid protected sick leave is required for employees with an establishment in Portland and six or more employees.
One or more	Reasonable accommodations - employees have an obligation to engage in an interactive process to identify reasonable accommodations to allow an employee with a disability to perform the essential functions of their position. Check our accommodations tool kit online.
One or more	Pregnancy accommodations for known limitations related to pregnancy, childbirth or a related medical condition, such as lactation, unless the accommodation would cause an undue hardship. Among other possibilities, reasonable accommodations could include: <ul style="list-style-type: none"> • Acquisition or modification of equipment or devices; • Allow frequent or longer breaks, private or public rest; • Assistance with manual labor; • A reasonably paid leave or Modification of work schedules or job assignments.
One or more	Workers' Compensation law requires employers with six or more employees to keep up a returning ill and injured to a suitable available position.
10 or more	Paid protected sick leave . The time is unpaid unless an employer has 10 or more employees in the state, six or more employees anywhere in Oregon and a Portland establishment.
21 or more	Workers' Compensation law requires employers with 21 or more employees to rehire a returning ill and injured to their former position.
25 or more	250 protected leave under the Oregon Family Leave Act including time for serious health conditions, bereavement and sick child leave.
25 or more - all other employees	Paid protections up to 12 weeks for the spouse or domestic partner of a service member who has been and/or is absent from active duty.
50 or more	250 protected leave under the federal Family and Medical Leave Act including time for serious health conditions and military caregiver leave.

- Add on to your (bunch) Rolodex.**
Employer Assistance provides confidential assistance to employees — call 877-336-6800 or email us at employer.assistance@oli.eugene.ore.gov

For Workers For Employer Civil Rights Apprenticeship About Careers

For Employers

Rulemaking

Disability accommodation toolkit

Get resources you need to make reasonable accommodations.

State and federal laws prohibit discrimination on the basis of disability at work and at places that do business with the public.

The law

Oregon law
[ORS 659A.103 - 659A.145](#) - All Oregon employers with 6+ employees are subject to Oregon's disability law.

Federal law
The Americans with Disabilities Act (ADA) - Applies to employers with 15+ employees.
For text and guidance, visit ada.gov or call 800-514-0301 (voice); 1-833-610-1264 (TTY).

The toolkit

Oregon employers may use the following guidance and templates to help in providing reasonable accommodations to employees for disabilities that impact their ability to perform the essential functions of the job.

Note that these materials may be affected by changes to the applicable statute or regulations. In addition, BOLI may update these materials in response to new information, such as court decisions, or withdraw it in whole or in part at any time. If you need legal advice, please consult an attorney.

Sort
⌵

Accommodations Toolkit

Title and link

- [Disability Resource List](#)
- [Reassignment Guidelines](#)
- [Sample Approval Letter](#)
- [Sample Authorization to Release Information](#)
- [Sample Cover Letter to Healthcare Provider](#)
- [Sample Denial Letter](#)
- [Sample implementation procedure \(ADA\)](#)
- [Sample Questionnaire to Healthcare Provider](#)
- [Sample Reasonable Accommodation Request](#)
- [Sample Service Animal Approval ADA Letter](#)
- [Template on Pregnancy Discrimination - Spanish](#)
- [Template on Pregnancy Discrimination Notice](#)

Show 100 per page ⌵

LEAVE LAW ROADMAP

Major changes take effect July 1

OREGON FAMILY LEAVE ACT (OFLA)

Oregon Family Leave Act (OFLA) provides unpaid but protected leave. Time off is administered by employers and enforced by the Bureau of Labor and Industries (BOLI). Beginning July 1, OFLA will only cover the following:

- Sick child leave — to care for a child suffering from an injury, illness or condition requiring home care or to care for a child who requires home care due to school childcare closures resulting from a public health emergency.
- Bereavement — to deal with the death of a family member.
- Pregnancy disability — relating to the employee's own pregnancy or childbirth.
- Child placement leave - From July 1, 2024, through December 31, 2024, OFLA will also provide up to two additional weeks of leave to facilitate the legal processes required for placement of a foster child or adoption, (Paid Leave will incorporate this leave beginning 2025.)

OFLA leave is capped at 12 weeks for home care of the employee's child and bereavement. Bereavement leave is further limited to two weeks per family member with a maximum of four weeks in a given leave year. OFLA provides up to 12 additional weeks for pregnancy disability.

PAID LEAVE OREGON

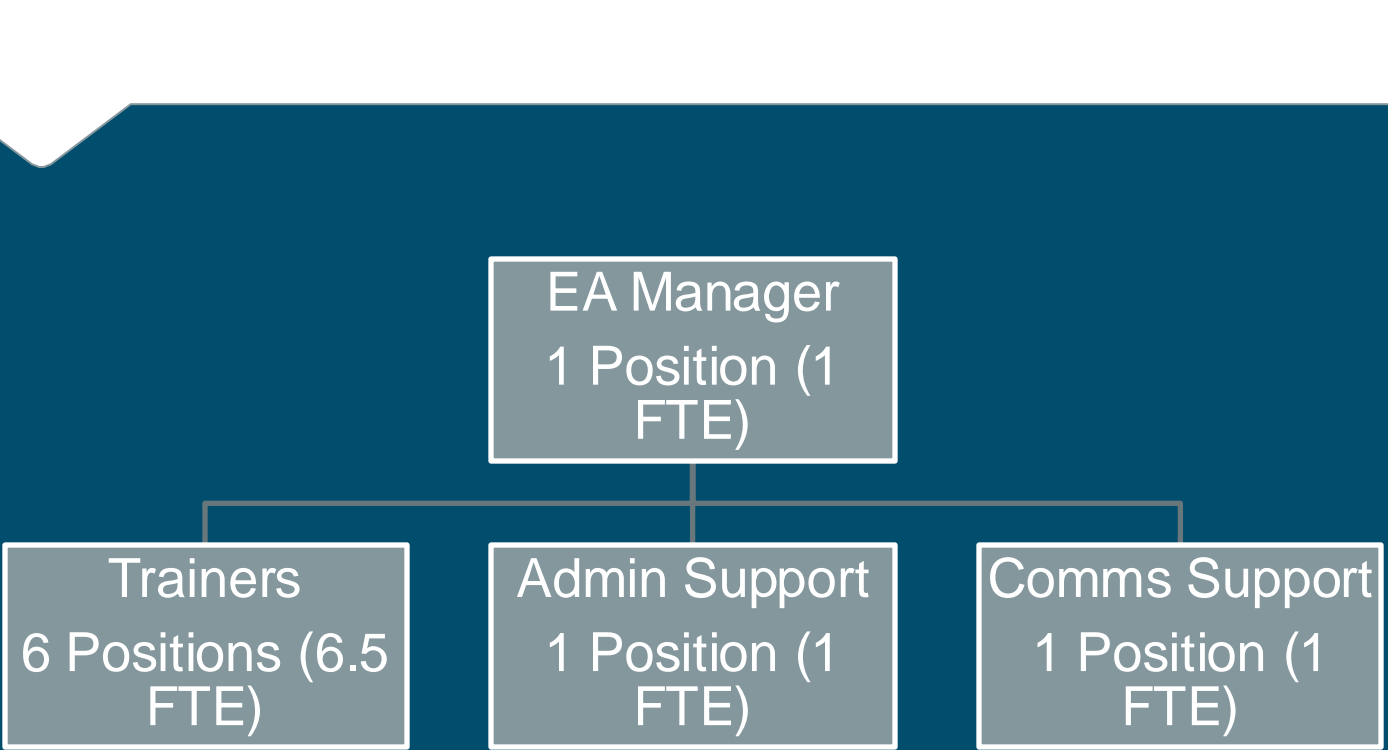
Paid Leave Oregon is administered by the Oregon Employment Department (OED) and job protections are enforced by BOLI. Paid Leave Oregon generally provides 12 weeks of wage replacement benefits for:

- Medical Leave — for the employee's own serious health condition
- Family Leave — to bond with a child within the first year after birth or placement in your home through foster care or adoption, or to care for a family member with a serious health condition
- Safe Leave — for survivors of sexual assault, domestic violence, harassment, bias crimes, or stalking

Note: Pregnancy leave and sick child leave (for a child with a serious health condition) may be covered by either OFLA or Paid Leave, but not at the same time — leave will be either OFLA or Paid Leave Oregon.



Employer Assistance (25-27) if funded



+3
Positions
(2.75
FTE)
OF



Improvements for Employers with New Investments

New Trainers

- **44% more capacity for employer engagement**
- **Avoids borrowing staff**

Communications

- **Faster Resources**
- **Simpler Explanations**
- **Increased Capacity for On-Demand Resources**



Wage and Hour Division



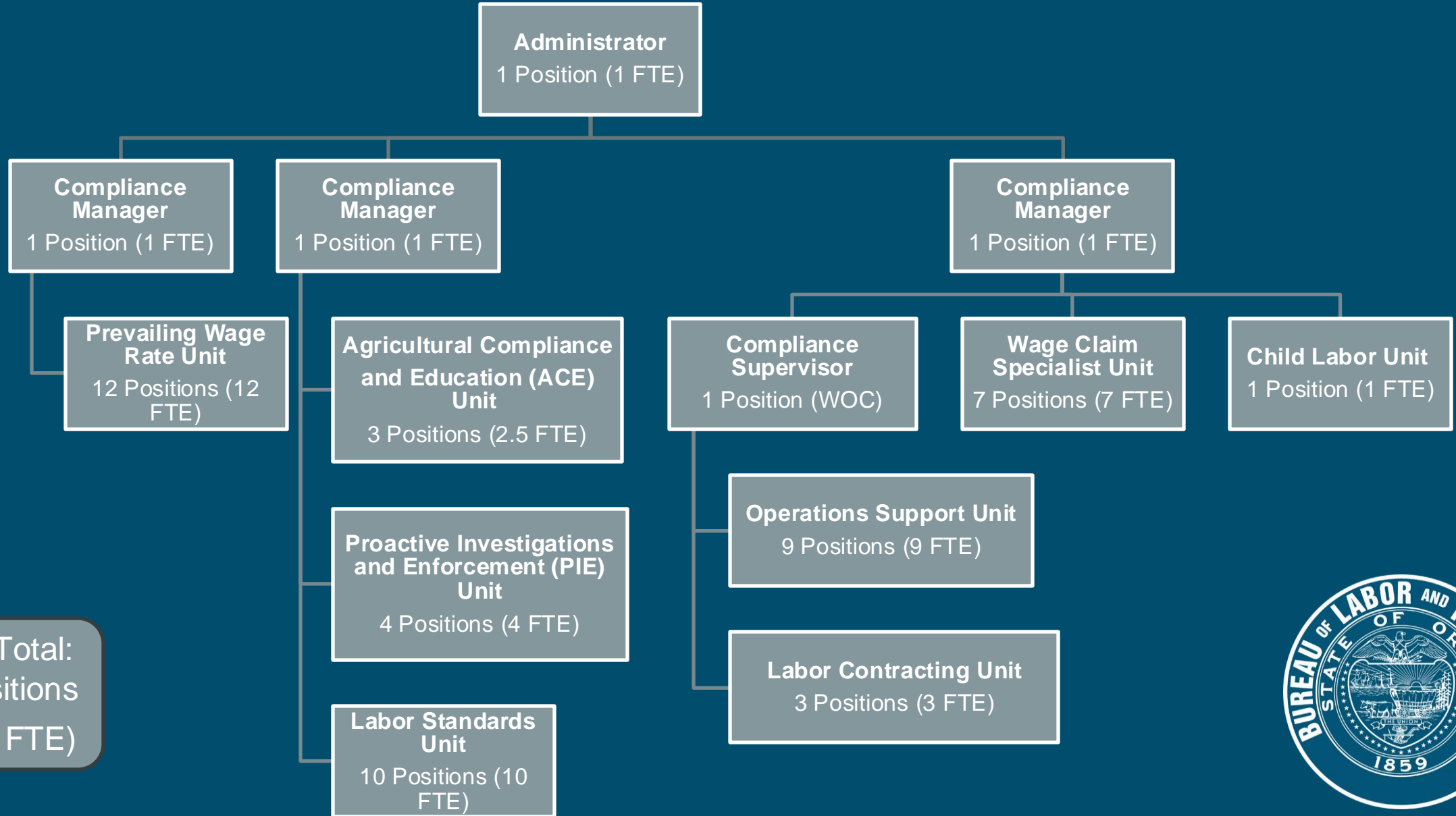
Overview of Wage and Hour Laws

- **Minimum Wage, Overtime, Meals**
- **Manufacturing Overtime**
- **Oregon Sick Leave**
- **Predictive Scheduling**
- **Prevailing Wage Rates:**
 - Coverage Determinations
 - Setting of Rates
 - Enforcement of Rates
- **Child Labor w/ DOL**
- **Workplace Protections:**
 - Rest Periods
 - Expression of Breast Milk
- **Personnel Records/ Recordkeeping**
- **Licensing of Labor Contractors (OCRA)**
- **NEW in 2025:**
 - Warehouse Workers – Employee Records Request
 - Hospital Staff Laws – Rest and Meal Periods

***BOLI-only enforcement**



Wage and Hour Division



WHD Total:
57 Positions
(46.27 FTE)



Wage & Hour By the Numbers

- **2,545** Potentially Impacted Individuals in Complaints
- **415** Impacted Individuals in Prevailing Wage
- **1,728** Cases closed
- Will collect approximately **\$1,580,000** in wages
- Updated prevailing wages **444** times
- Issued **181** Coverage Determinations
- Held **74** Seminars for contractors, public bodies, and owners with **2,774** attendees
- **90** Outreach Events to connect with workers and employers
- Issued **2,400** licenses or temporary permits to labor contractors
- Processed **5,500** certified payroll reports for farm/forest and construction labor contractors
- Administered and graded **400** exams for new contractors
- Issued **9,125** employment certificates for lawful employment of minors
- Responded to **76,000** inquiries from Oregon workers
- Processed **11,452** claims and complaints through Intake
- Issued **1,650** Warning Letters
- Processed **2,850** responses from employers through Intake
- Processed **270** payments to workers from the Wage Security Fund



WHD Programs Over the Last 6 years

.25 FTE Labor Contracting (19-21) Other Funds
1 FTE Bilingual Investigator (21-23) Other Funds
4 FTE 2 Screeners and 2 PWR staff (22) Other Funds
3 FTE Investigators and Screener (23-25) Other Funds
1 FTE (7 Positions) Investigators and Screener (23) GF HB 2697 Fiscal Impact
.25 FTE PWR staff (24) HB 4080 fiscal impact Other Funds/ GF
1 FTE Investigator (24) HB 4127 fiscal impact GF

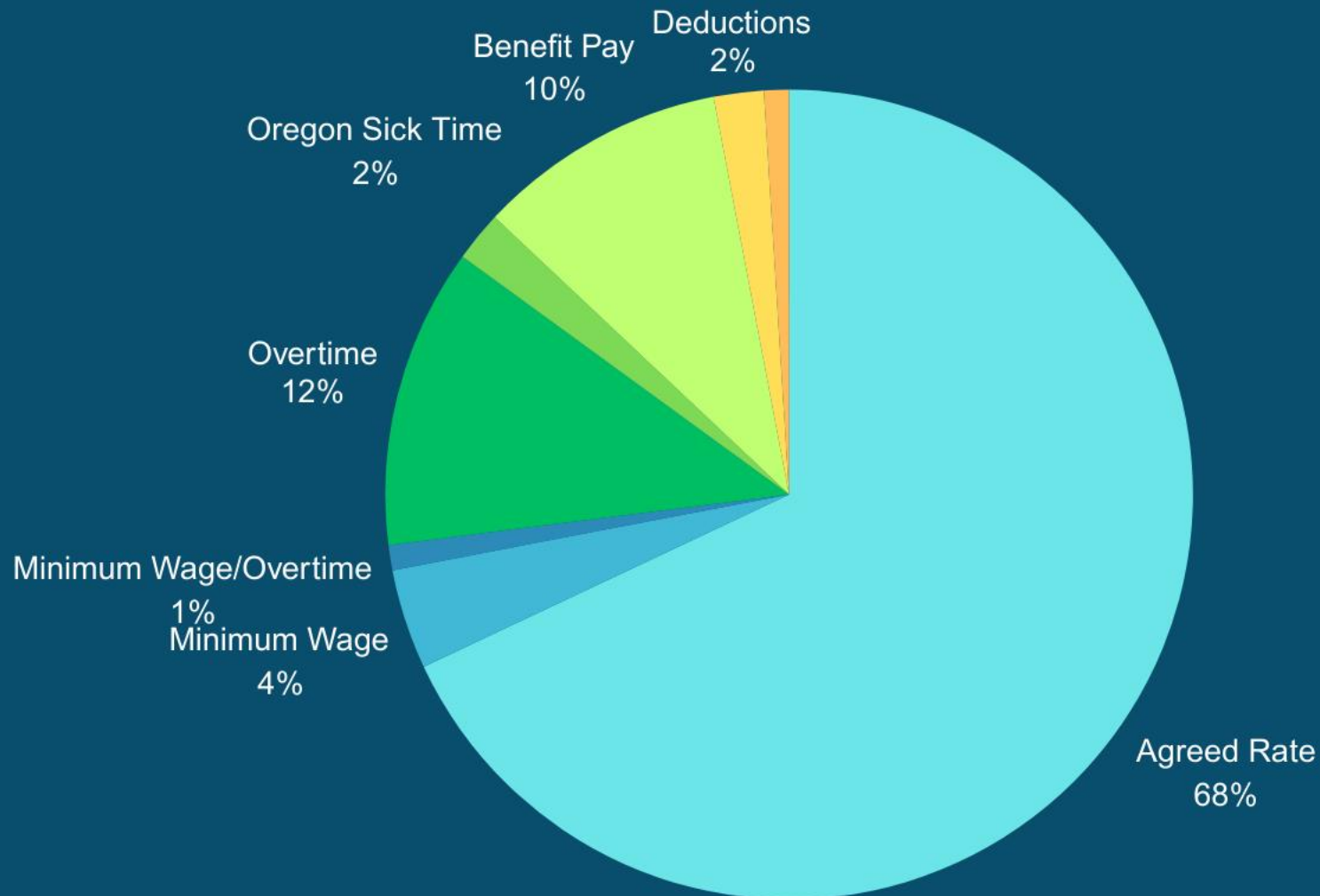
18 Positions
(10.5 FTE)

OF/
GF



Types of Claims Filed

Fiscal Year 2024 Collections from the Wage and Hour Division: **\$1,589,790**



WAGE CLAIMS & COMPLAINTS INTAKE

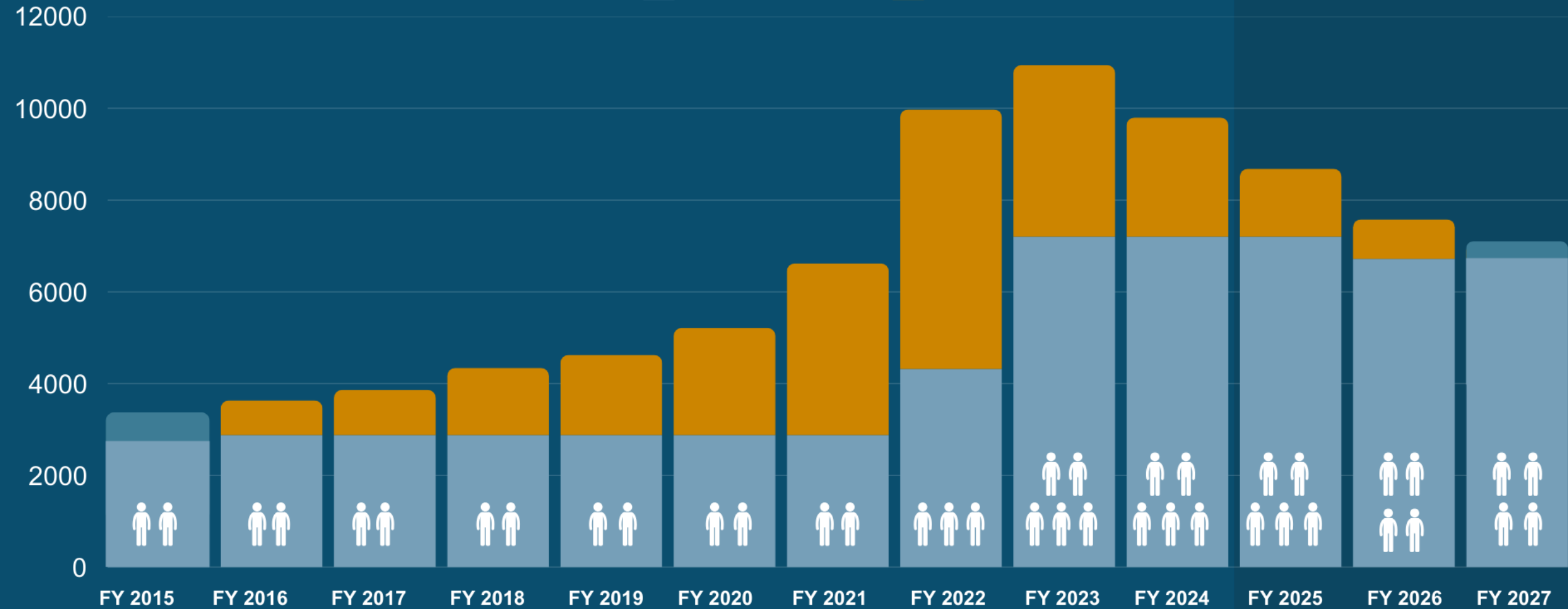


208%
increase
in claims
FROM FY 20 to FY 24



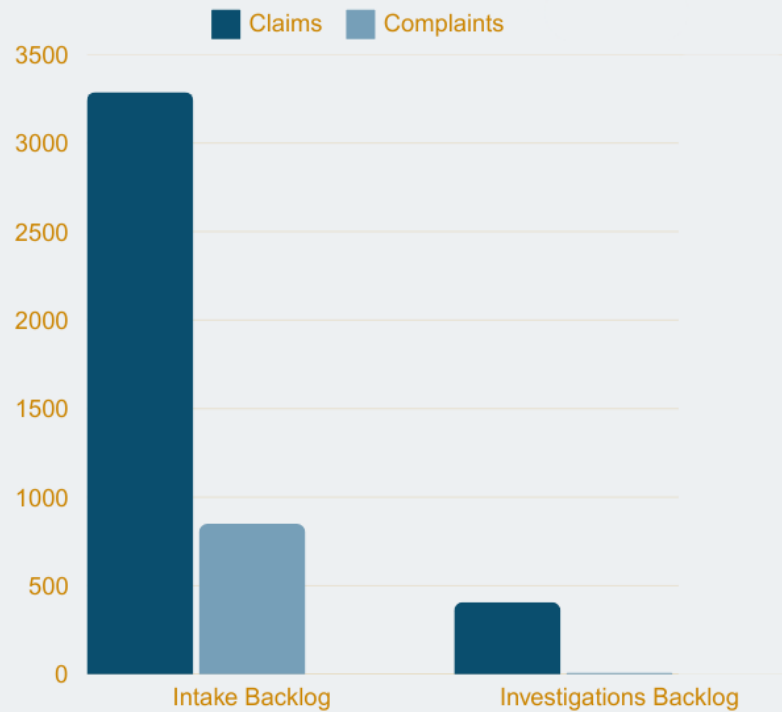
WHD Claims & Complaints Intake Backlog

Intake Capacity Backlog

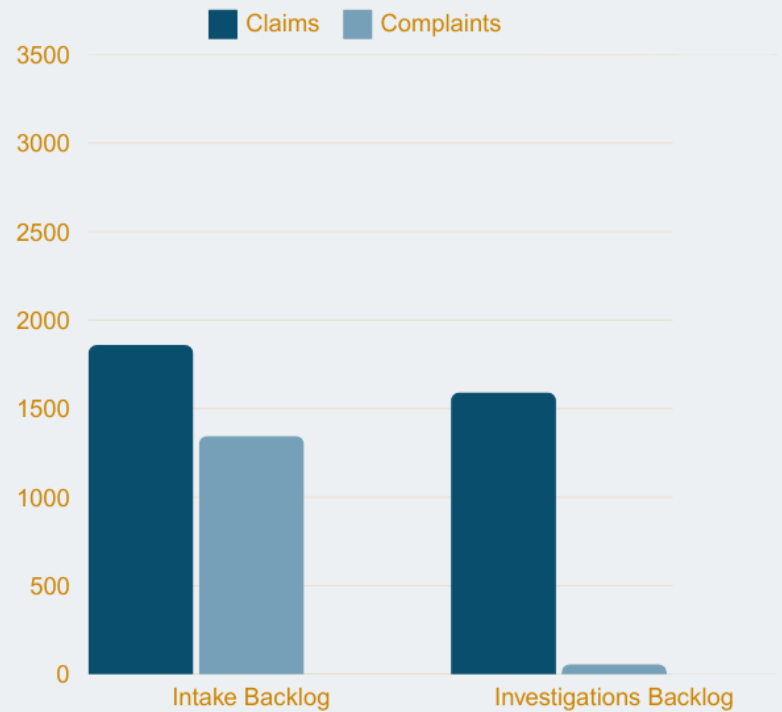


WAGE & HOUR BACKLOGS

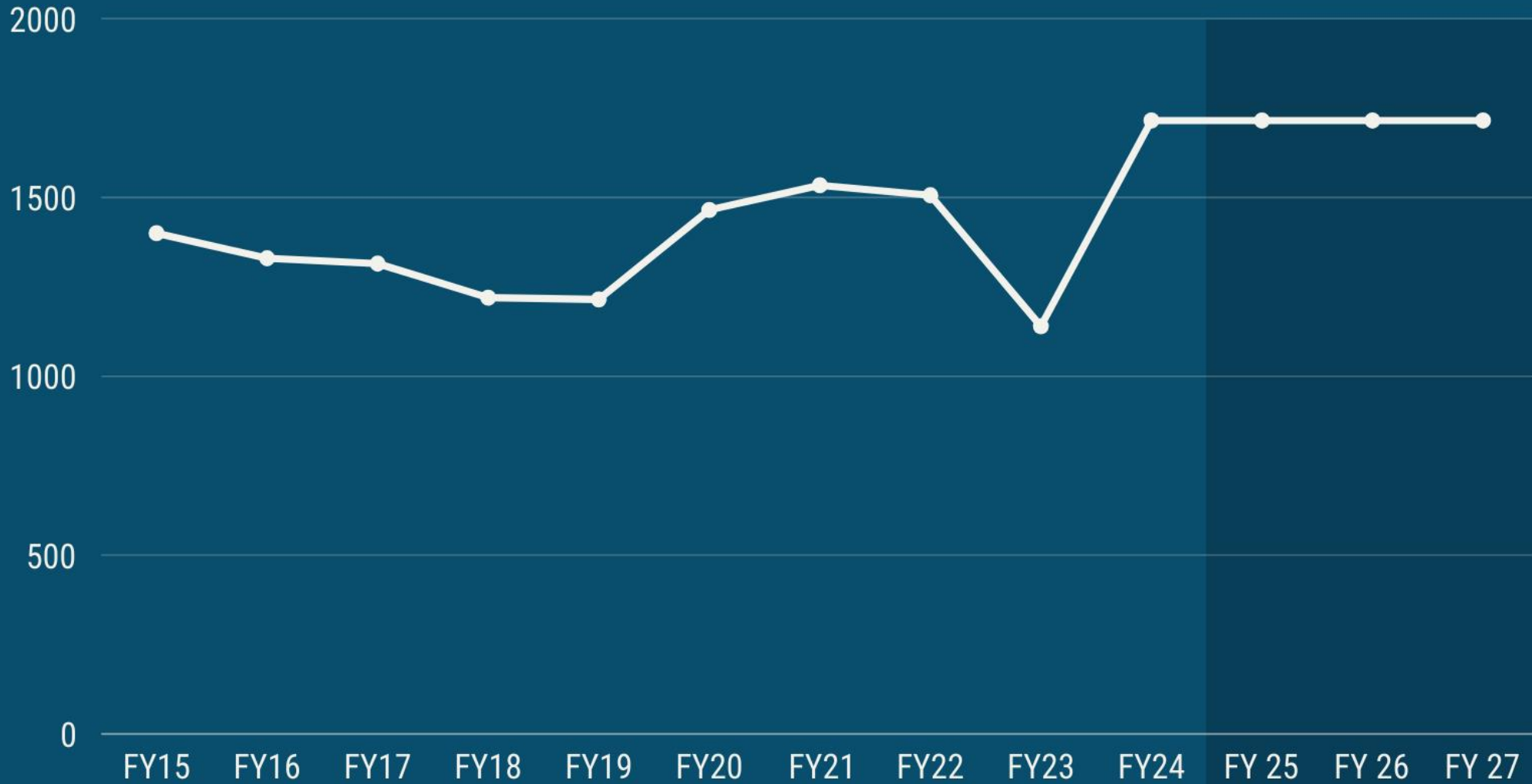
May 2024 Backlogs



January 2025 Backlogs



WAGE CLAIMS & COMPLAINTS INVESTIGATIONS



Wage Claim Threshold (Non-PWR Claims)

- **Current Triage:** Threshold of 350% of the Federal Poverty Line. That threshold is \$25.34/hour or \$52,710 per year.
- Salary Threshold Was Estimated to affect 17% of claims per year (actual 12% to date)
- Sending notice of claim in these cases (50% resolve at this juncture)

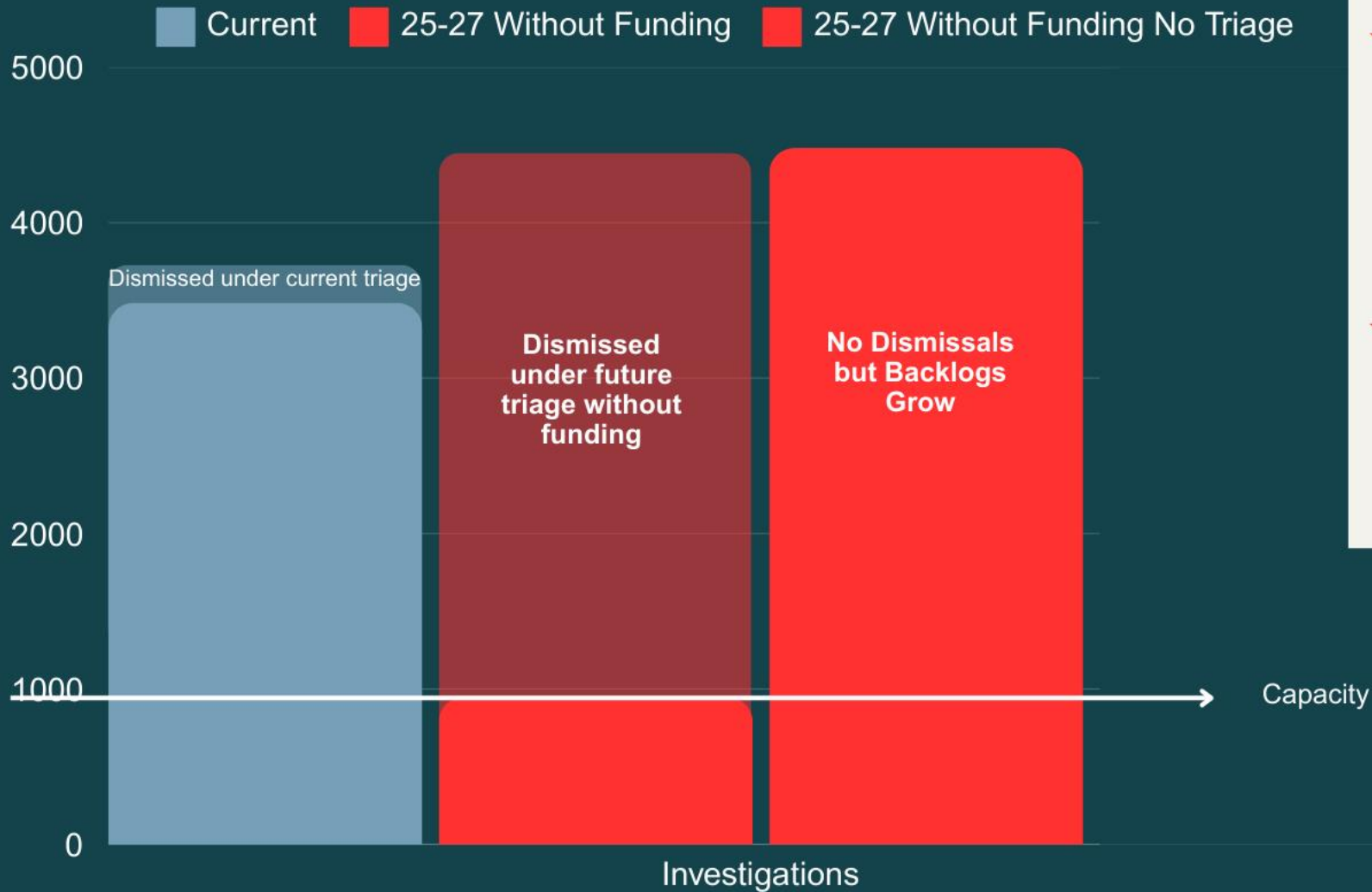
**89 CLAIMS
DISMISSED TO DATE,
INCLUDING:**

- 48 Final Paycheck - Regular Wages
- 14 Overtime

62 %
OF COMPLAINANTS SAY
THEY ARE EXPERIENCING
ECONOMIC HARDSHIP
RELATED TO THEIR CASE



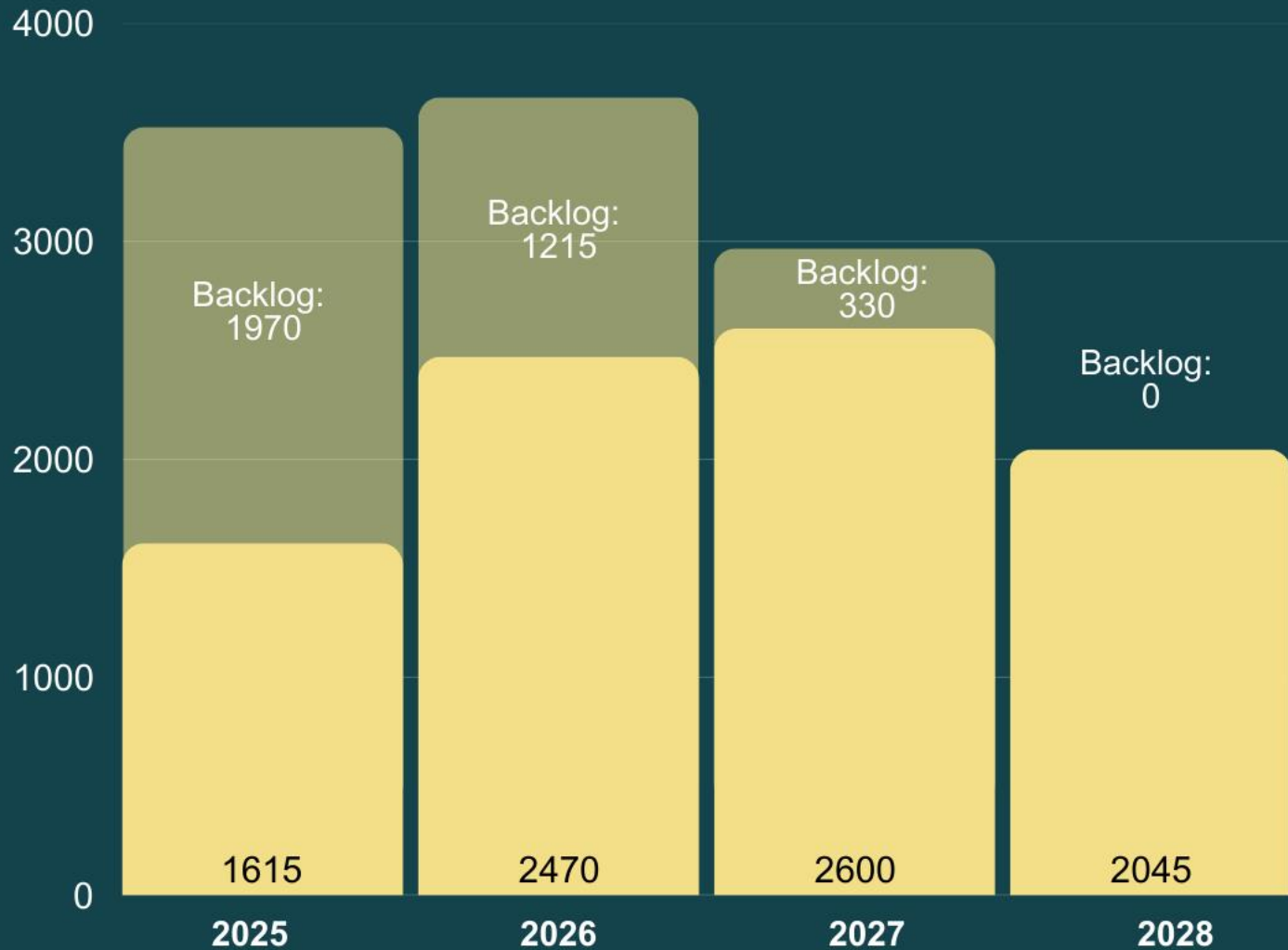
WHD Investigations Triage Decisions



- ★ Current triage dismisses approximately 17% of cases before investigation
- ★ Without funding for 25-27, an option to address the backlog would be a one-time triage that would **dismiss 3,480 of cases** before the investigation stage and **42% of cases** moving forward
- ★ Without funding and without a triage, the backlog would double and **increases wait times to 480 days** for Oregonians who can afford to stay in the process



WHD Backlogs - With Investment



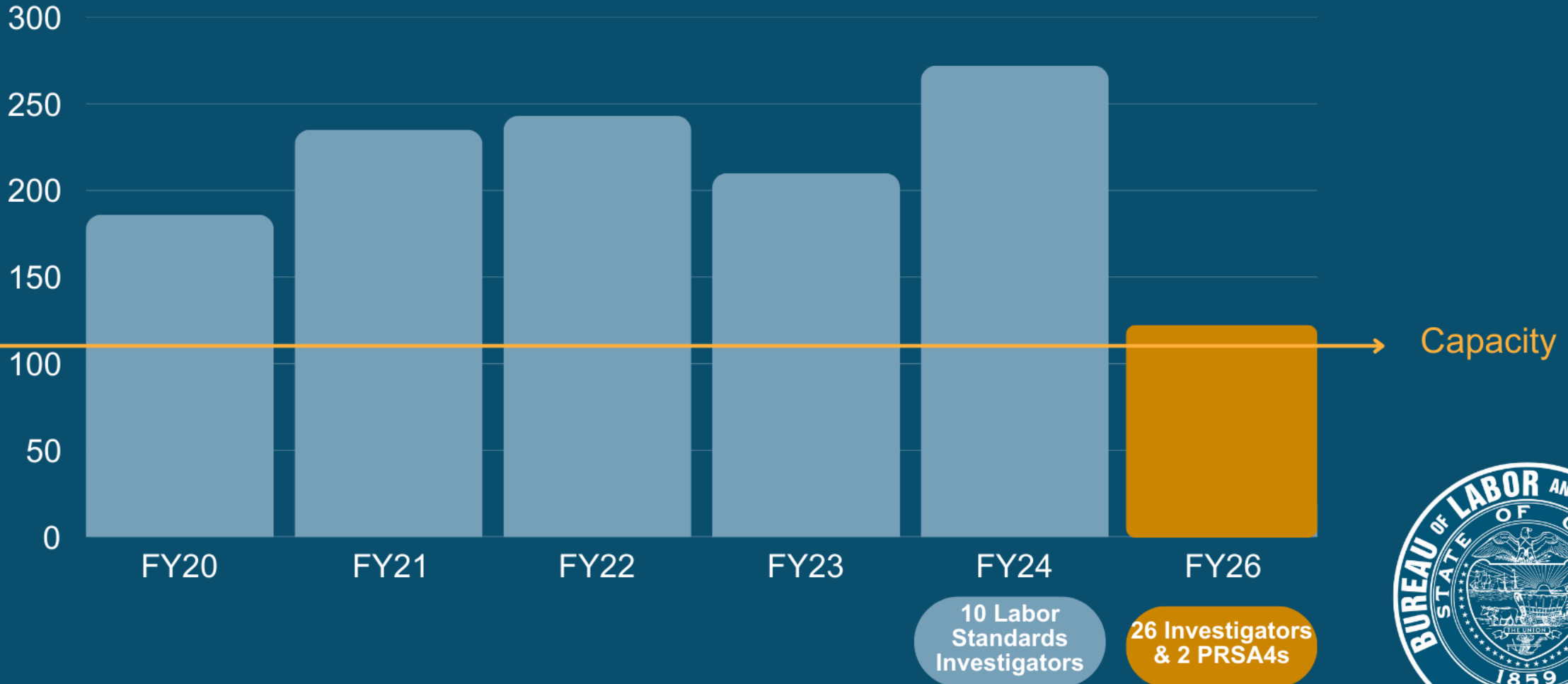
With funding, we could:

- Reduce our investigation backlog to our capacity by FY 2028 **without dismissing cases.**
- Reduce wait times for Oregonians to **72 days**



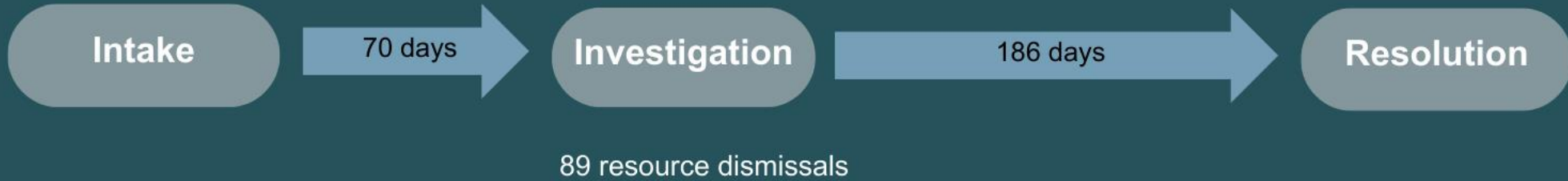
Cumulative Cases per Investigator

Currently investigators pulled off cases to answer thousands of calls because no dedicated support to answer questions from Oregonians - addition of PSR4s alleviates that workload



Wage Claim Timelines: Non-PWR Cases

Current



25-27 Without Funding



25-27 With Funding



Wage Claim Timelines: PWR Cases

Current



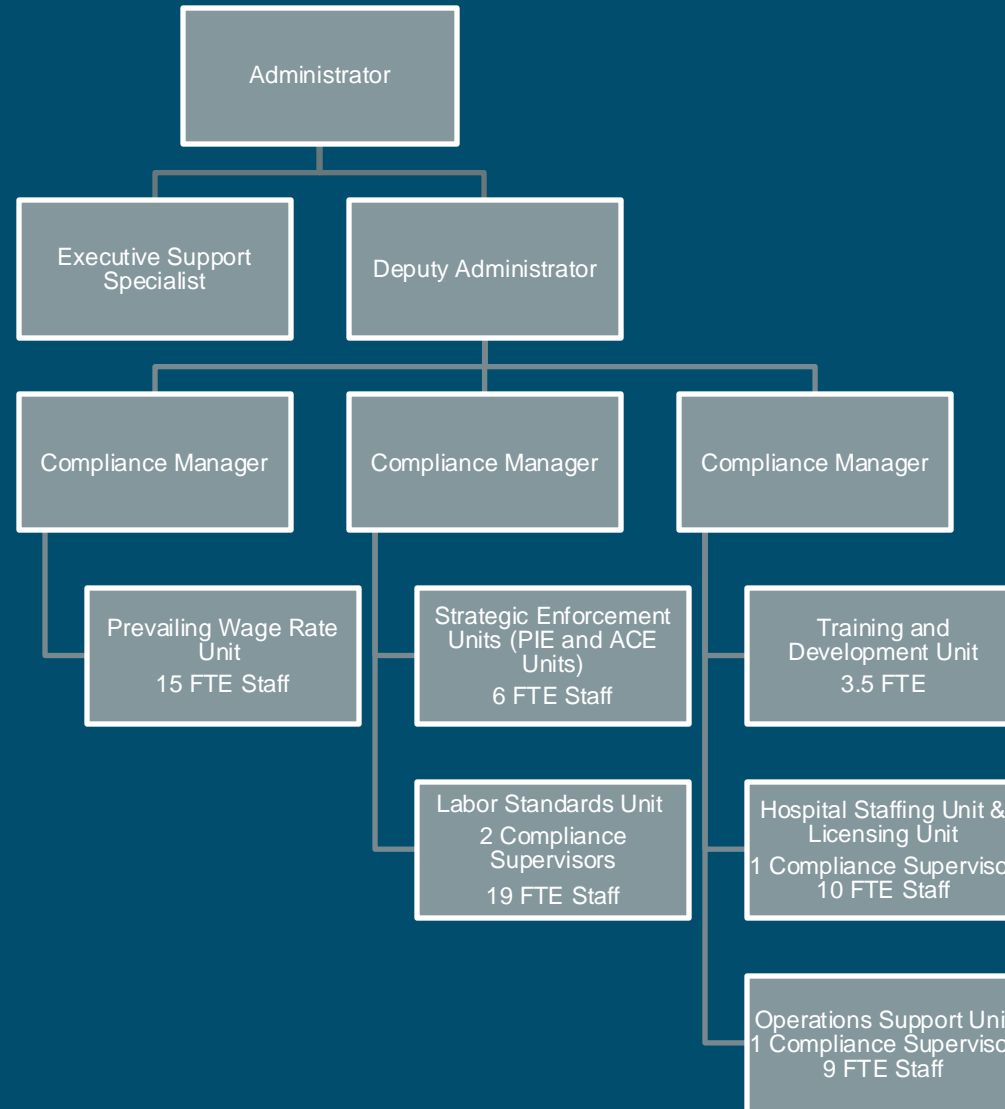
25-27 Without Funding



25-27 With Funding



Wage and Hour Division (25-27) if funded

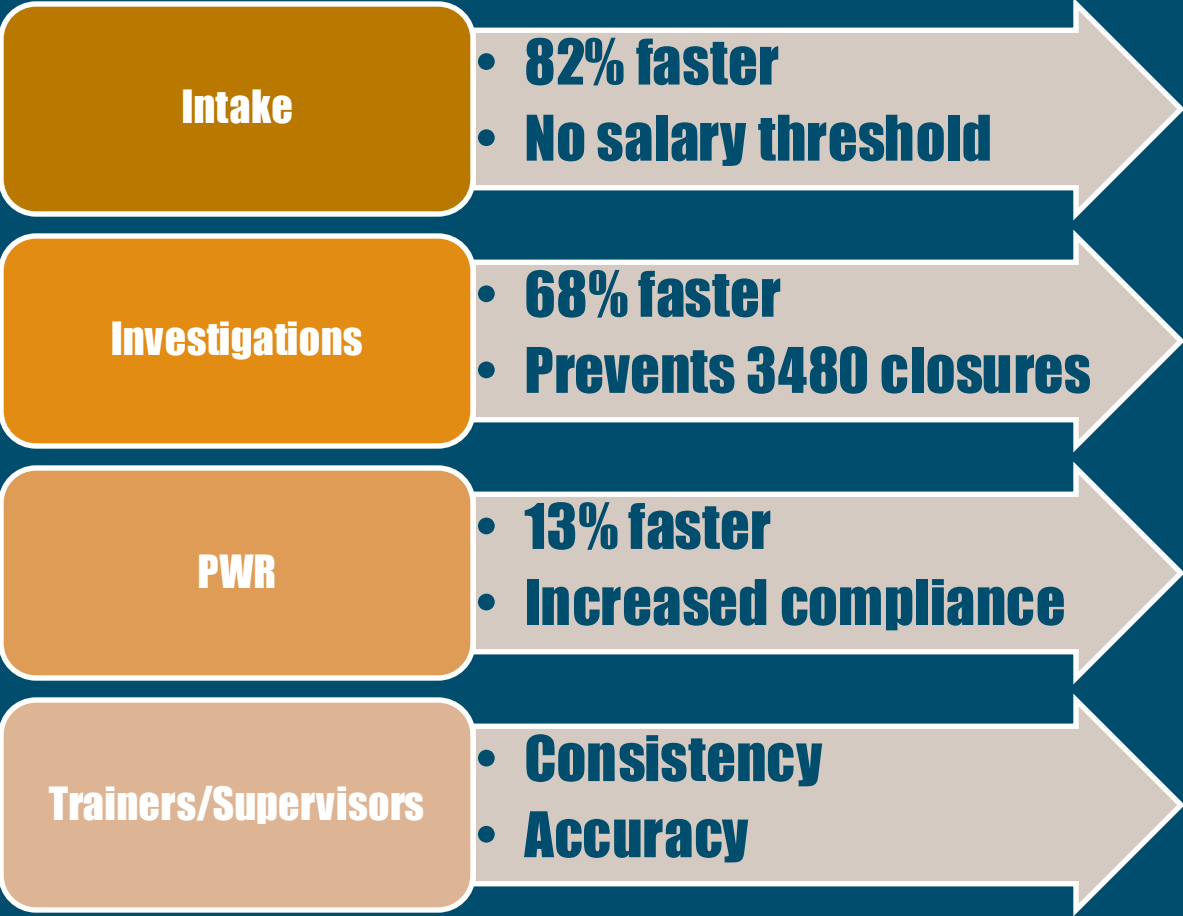


+25 Pos
(19.5 FTE)
+ reclass

OF



Service Oregonians Expect with New Investments



Apprenticeship and Training Division

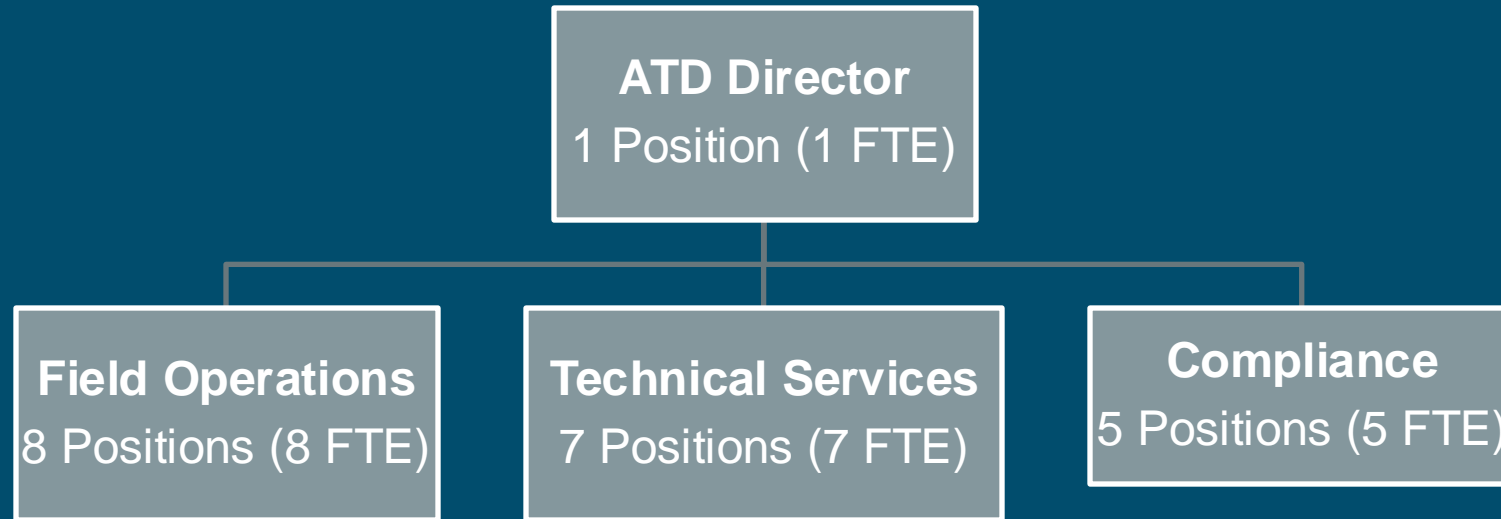


Apprenticeship and Training Division

- **Administer Apprenticeship Programs:** BOLI along with OSTAC oversees apprenticeship programs in Oregon, ensuring they align with state and federal guidelines. This includes creating standards, approving programs, and monitoring their progress.
- **Register Apprentices:** The division registers apprentices to formalize their status in a program, ensuring that they have access to the training and education needed for specific trades.
- **Monitor Compliance:** The division ensures that apprenticeship programs comply with federal and state requirements for apprenticeship, including equal opportunity regulations and wage requirements, ensuring an equitable and lawful training experience.
- **Provide Support and Guidance:** BOLI provides support and guidance to both apprentices and employers, including resources for training.



Apprenticeship and Training Division (23-25)



ATD Total:
21 Positions
(21 FTE)



Registered Apprenticeship by the Numbers

3,000+

Employers

157

Committees
(made up of employee
and employer
representatives)

285

Standards

170

Occupations

14,000+

Apprentices



REGISTERED APPRENTICESHIP INDUSTRIES

285 Standards of Apprenticeship in Oregon	# of Standards
Construction and Extraction	123
Installation, Maintenance, and Repair	115
Production	18
Architecture and Engineering	6
Healthcare Support	5
Community and Social Service	5
Healthcare Practitioners and Technical	4
Educational Instruction and Library	2
Other	6



ATD Programs Over the Last 6 Years

- HECC contract (1LD 19-23) Other Funds
- **Veterans' Outreach** (1 LD 19-23; **PF 23-25**) Lottery Funds
- **Eastern Oregon Employer Assistance/ Apprenticeship Outreach** (1 LD 19-23; **PF 23-25**) GF
- **DEI Coordinator** (1 PF 21-23) GF (Moved to support entire agency in 23-25)
- **LD Compliance Review Backlog positions (24) 3.88 FTE** Other Funds
- **Apprenticeship Rep HB 4080 Fiscal Impact (24) .25 FTE** Other Funds/GF

Other

- Future Ready Oregon (9 LD 21-23; 1.5 LD 23-25) ARPA and GF
- Firefighters Apprenticeship (1 LD 23-25) GF
- 3 ATD positions eliminated 21-23 (2 ARs; 1 OS2)
- CHIPS program '24 (1 LD)

4 PF Positions
(3.25 PF FTE)
1 Pos Net

GF/
OF/
LF

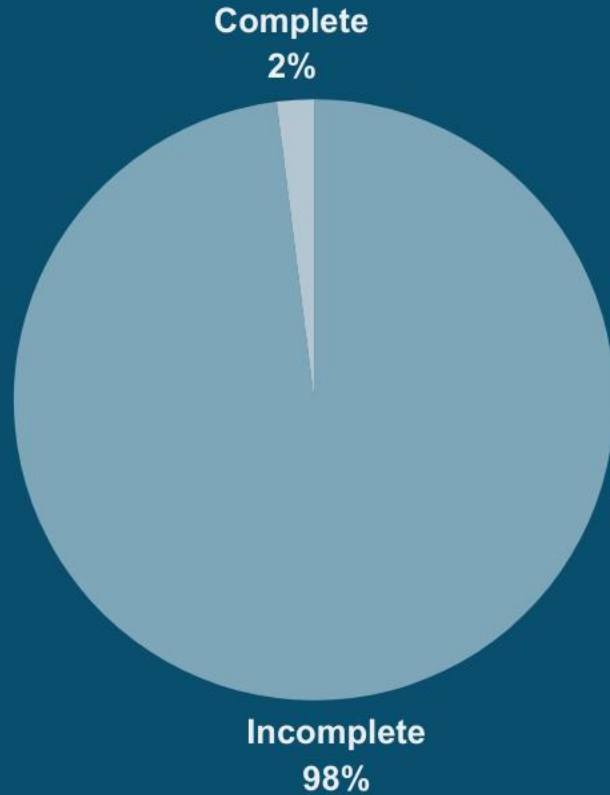


Recruitment and Retention through Supportive Services

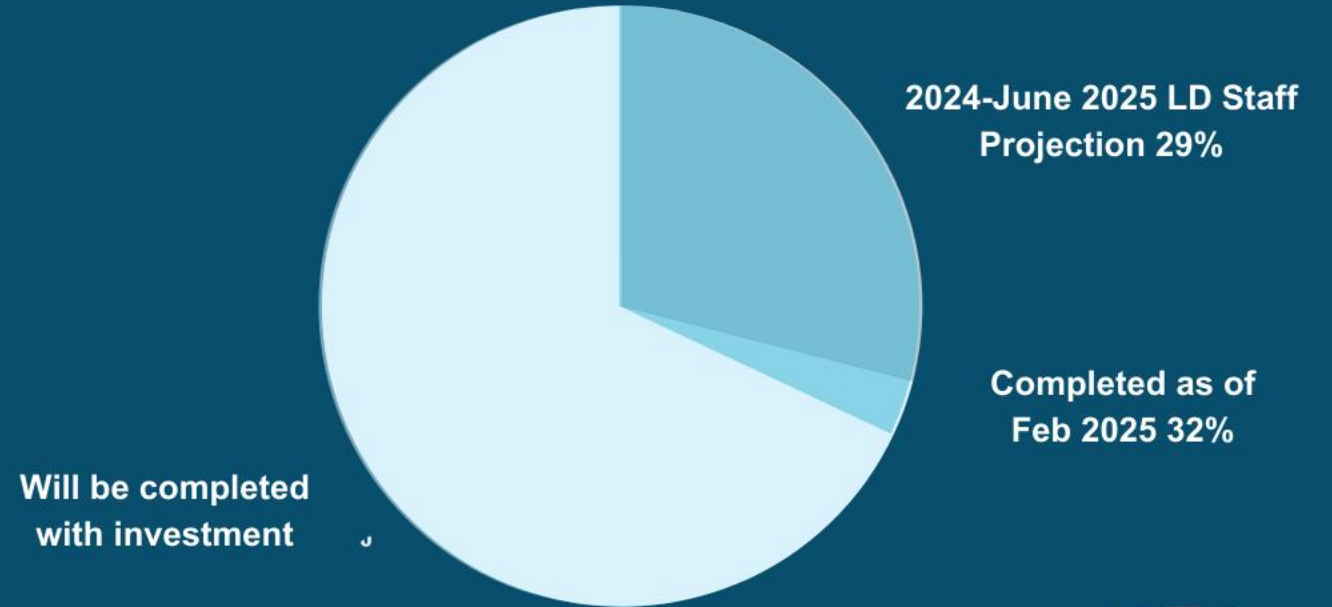
Types of Supportive Services:
 Childcare
 Fuel
 Hardship
 Job Readiness
 Lodging
 Meals

Journey Worker Completions by Craft that have received SS	Women of Color	White Women	Men of Color	White Men	Total
Carpenter	7	10	31	38	86
Laborer	3	7	9	11	30
Ironworker	2	3	6	8	19
Electrician	0	1	4	8	13
Operating Engineer	0	0	5	3	8
Cement Mason	0	1	1	1	3
Painter	1	0	0	0	1
Total	13	22	56	69	160
% of Total	8.1%	22%	35%	43.1%	100%

Pre-2024 Short Session Compliance Reviews



Current/Future Compliance Review Progress

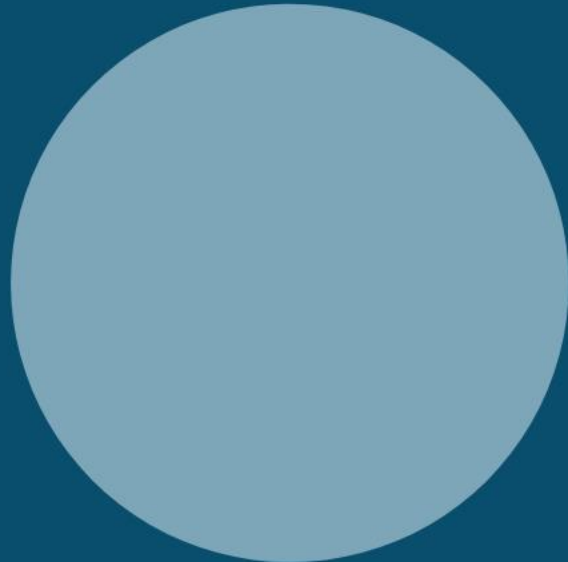


Compliance Review Progress

Total Number of Programs: 285

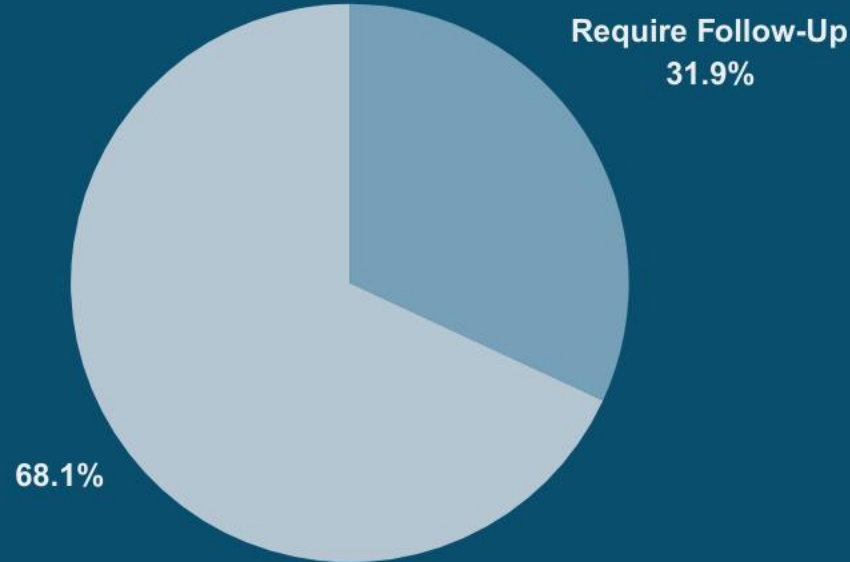


Compliance Reviews Complete by June 2025



Complete
100%

Completed Compliance Reviews that Require Follow-Up



68.1%

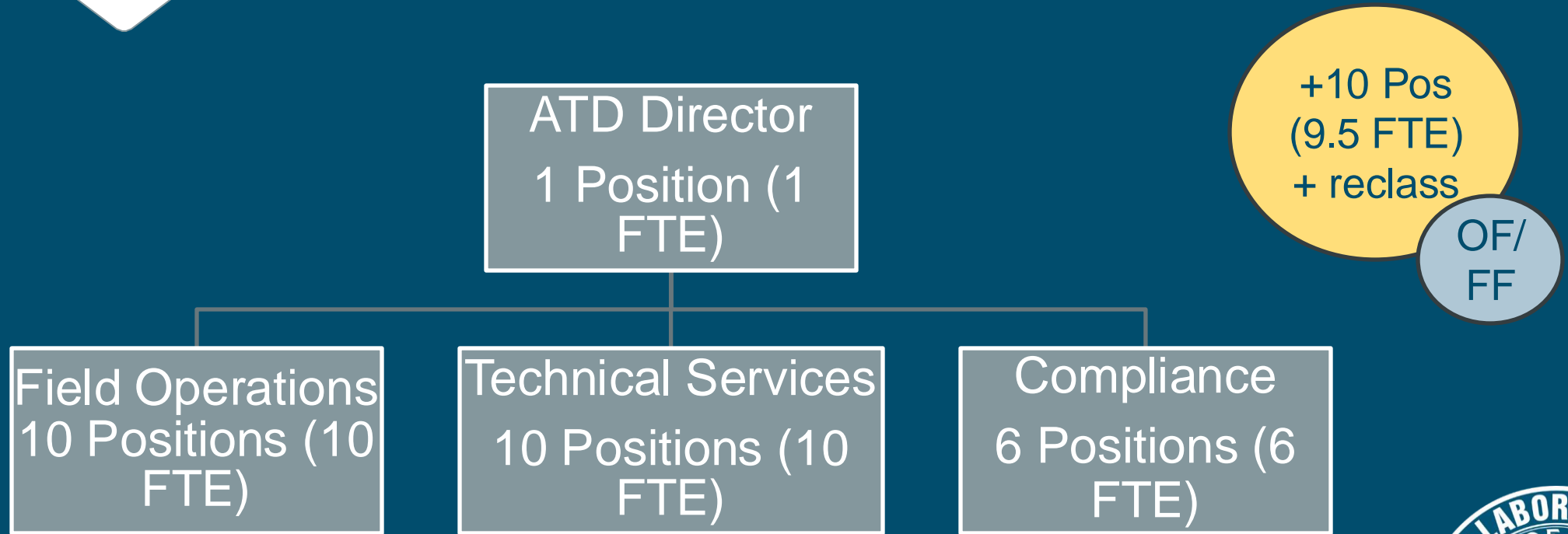
Require Follow-Up
31.9%

Total Programs: **285**
Total CRs at Compliance Stage: **210**
CRs Requiring Follow-up: **67**
Projected CRs Requiring Follow-up: **91**

Compliance Follow-up Needed



Apprenticeship and Training Division (25-27) if funded



Impact with New Investments

Compliance

- **Stable base to continue work from**
- **Apprentices know program is in or working toward compliance**

Mediator

- **Early intervention**
- **Problem-Solving before larger issues arise**

Data Analysis

- **Ability to determine outcomes of programs**
- **Better queries for ongoing compliance work**



Civil Rights Division



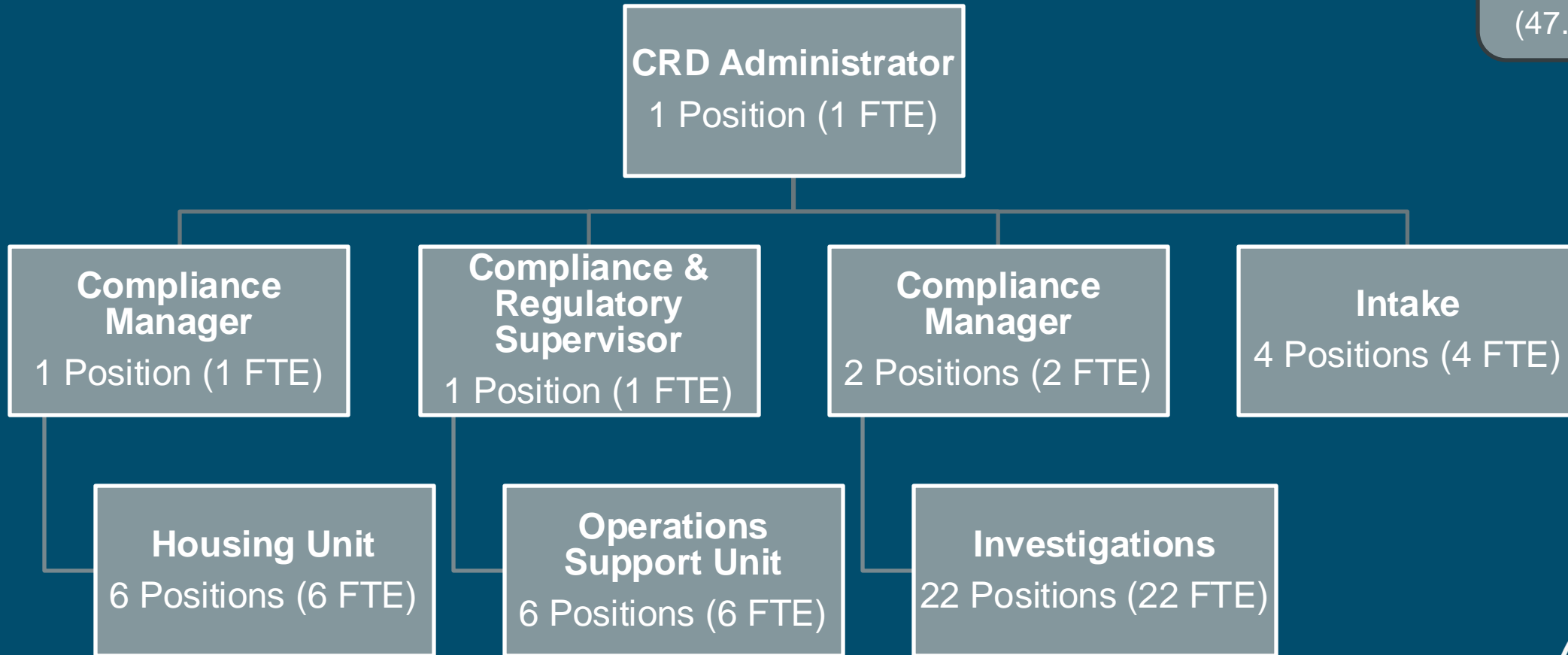
Overview of Civil Rights Laws

- Employment Discrimination and Harassment
- Discrimination in Public Spaces
- Housing Discrimination
- Pay Equity
- Whistleblower Protections
- Leave of absence to donate bone marrow
- Service as appointed member of state board or commission
- Employee social media account privacy
- Restriction on criminal conviction inquiries (“Ban the Box”)
- Public accommodations – discriminatory notices
- Refusing to accept currency/coins
- Public accommodations – toilet facility access
- Public accommodations – closed captioning requirement
- Discrimination because of employment status



Civil Rights Division (23-25)

CRD Total:
50 Positions
(47.88 FTE)



Civil Rights By the Numbers



Completed 3,200 investigations by end of biennium



Affecting 2,500 individual complainants



84 Non-Housing Settlements resulting in \$1,523,712 paid to complainants



Completed 300 housing investigations



Mediated or Conciliated 32 Cases for \$283,168 in addition to nonmonetary terms for complainants through February 2025



Intake will have processed 10,500 questionnaires



CRD Programs Over the Last Six Years

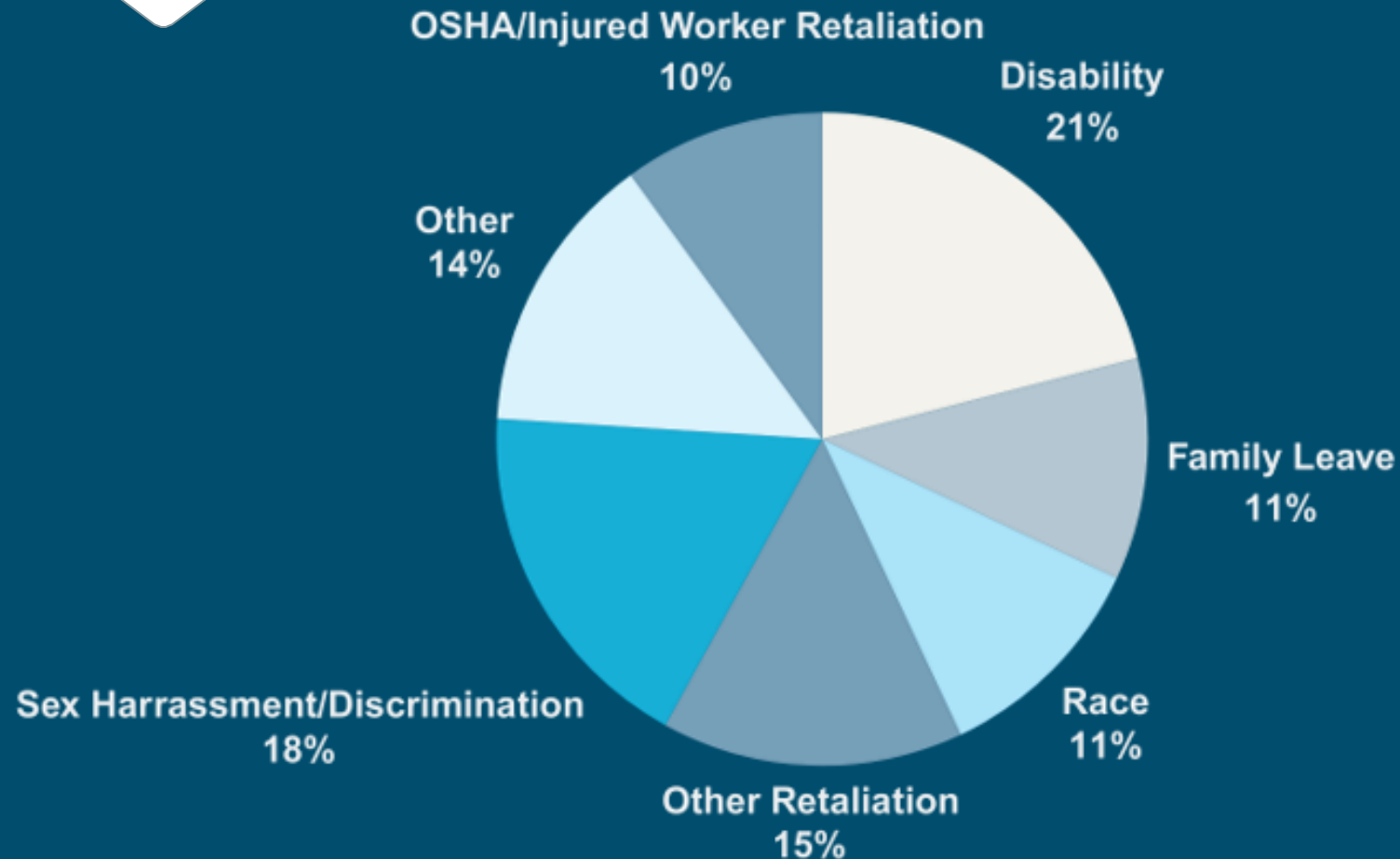
- 1 FTE Civil Rights Employment Investigator (19-21) GF
- 9 FTE Fair Housing Team (21-23) 7 GF 2 OF (unable to be hired due to Federal contract)
- 9 FTE Employment Team (21-23) 9 GF (2 later eliminated, long-term vacant unable to be filled)
- 2 FTE Intake and Investigator (24) HB 4127 Fiscal Impact GF

21 Positions
(17 FTE)
actual

GF



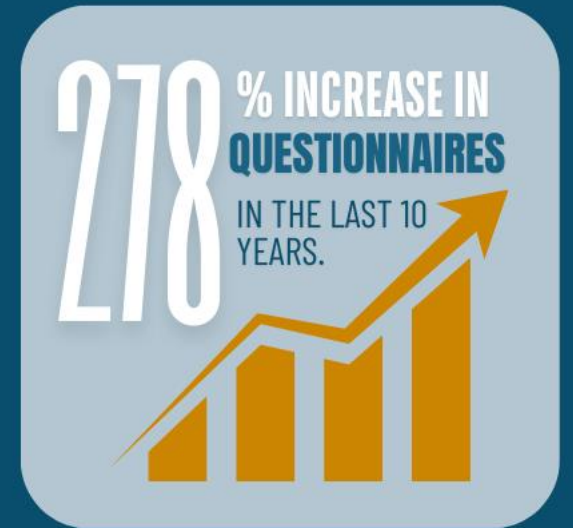
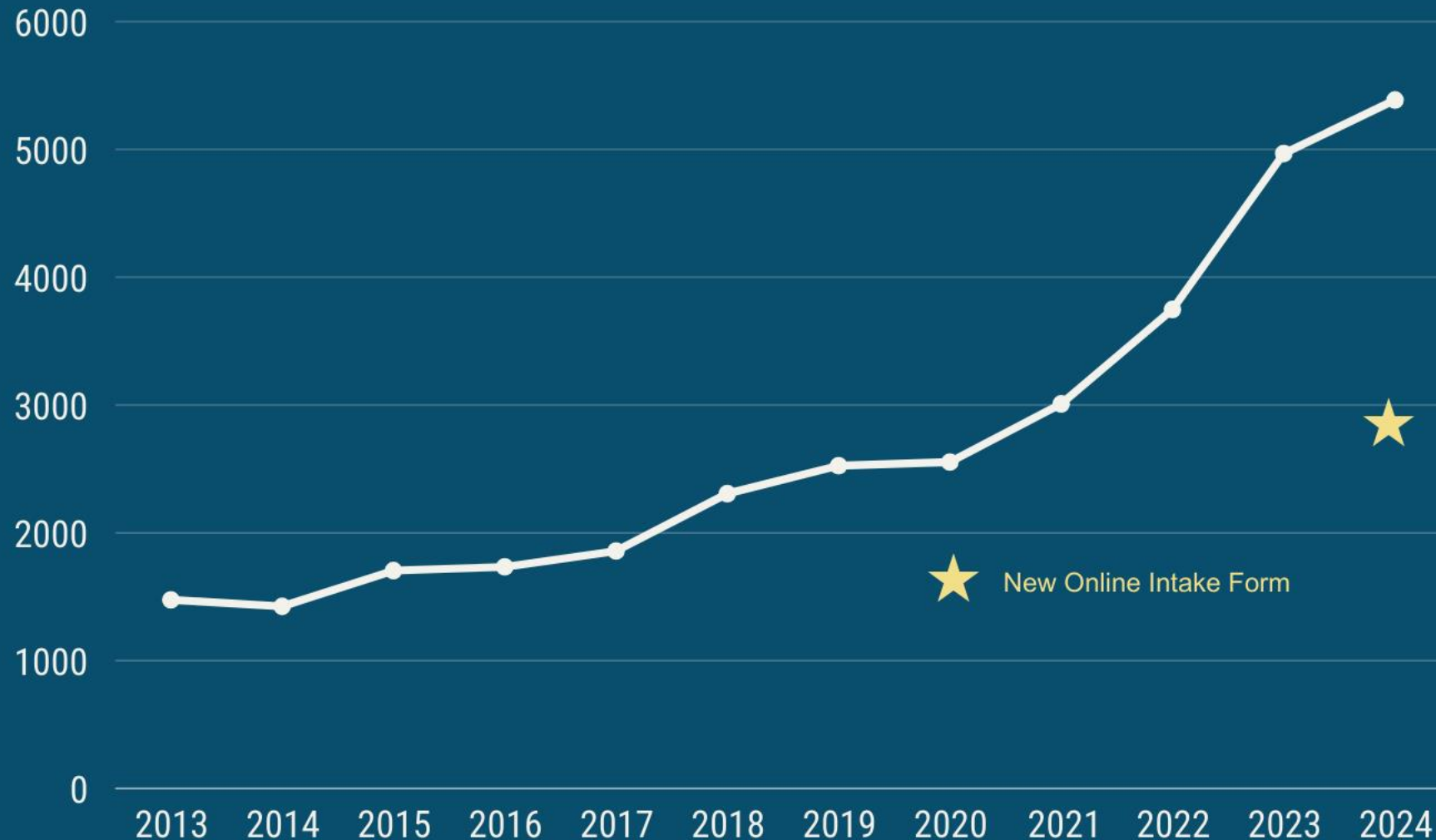
Types of Cases Filed with CRD (FY24)



Fiscal Year 2024 Conciliations from the Civil Rights Division: \$1,197,613 (100% to Workers)



CIVIL RIGHTS QUESTIONNAIRES BY FISCAL YEAR



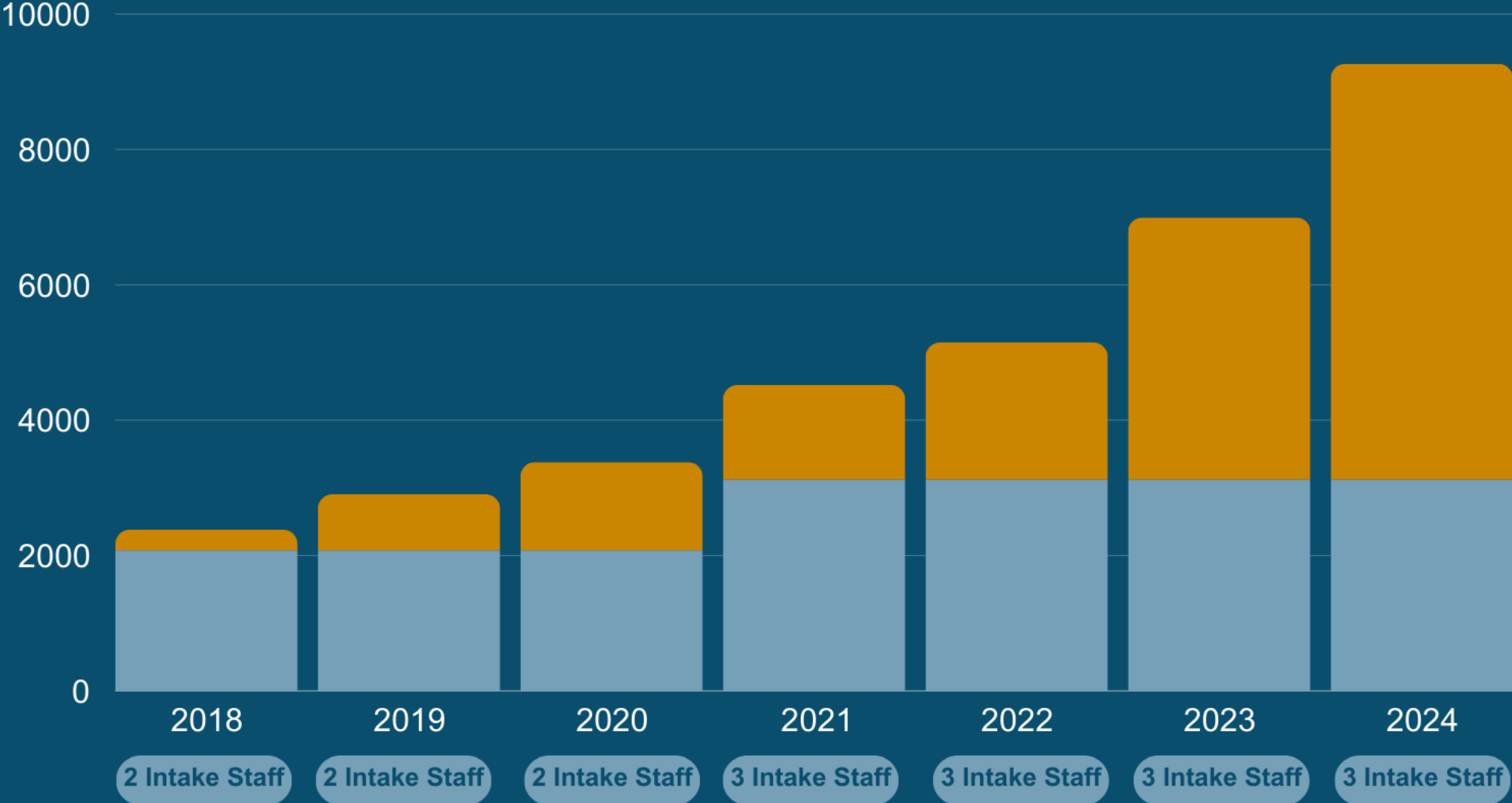
★ New Complaint Portal

★ New Online Intake Form

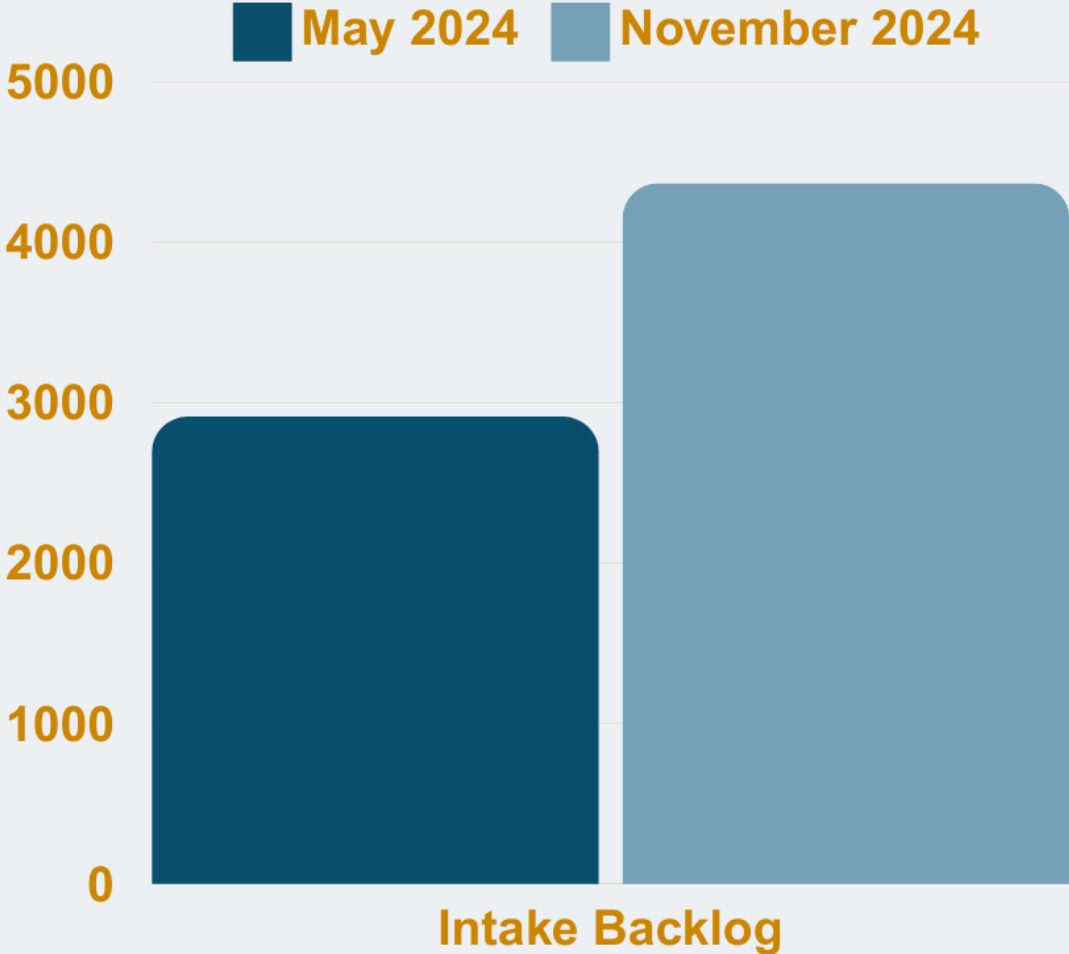


Questionnaire Backlog

Intake Capacity Backlog

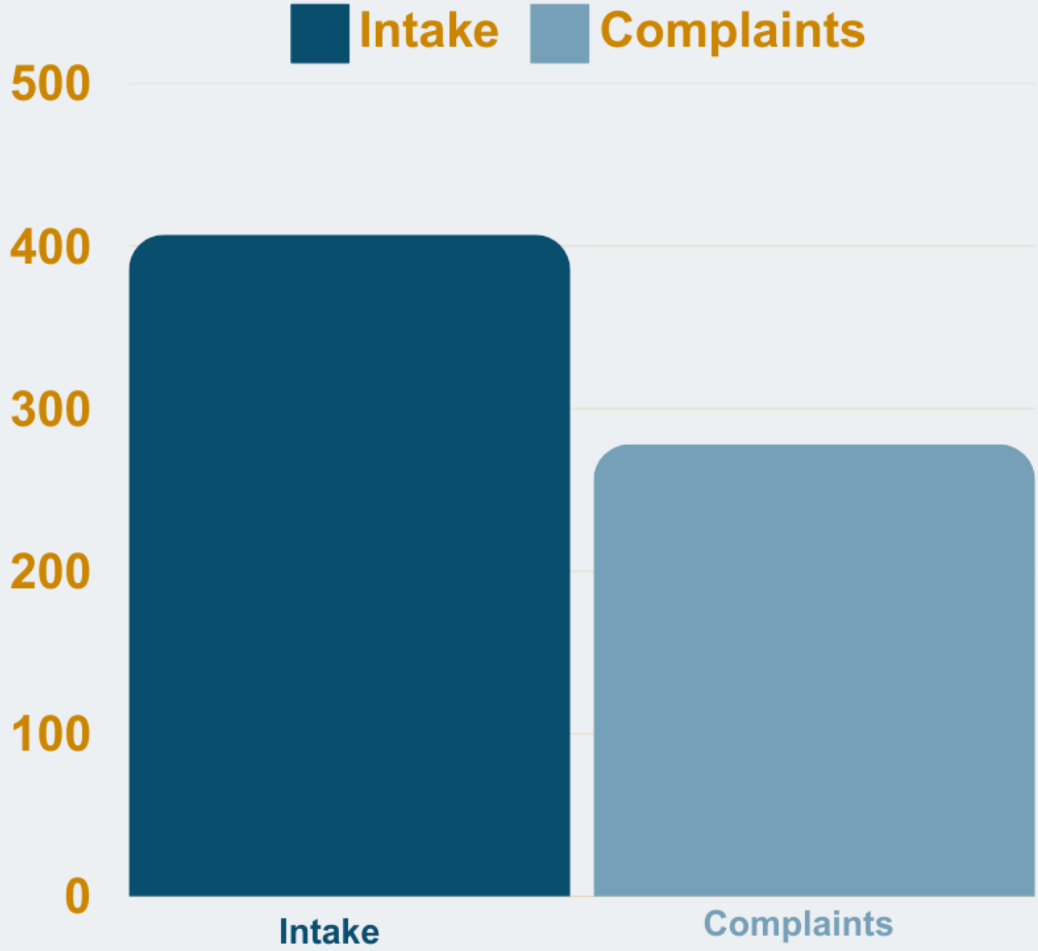


CRD Intake Backlog



Resource Dismissals

Since August 2024 Triage



CRD Exigency Resource Dismissals

Prioritizing cases including:

- Where BOLI is the only enforcement authority
- Cases where the whistleblowing alleges violations by public or nonprofit employer including fraud, gross waste of funds, or substantial and specific danger to public health or safety
- Domestic violence leave cases
- Injured worker/ OSHA/ wage claim retaliation
- EEOC cases
- Housing cases
- Cases involving an apprentice

Remaining cases are more likely to be dismissed due to resource constraints

232 COMPLAINT RESOURCE DISMISSALS TO DATE, INCLUDING:

- Family Leave: 16%
- National Origin: 4%
- Paid Leave 2023: 3%
- Race: 11%
- Retaliation: 27%
- Sexual Harassment: 17%
- Sick Leave: 15%
- Veteran's Preference: 1%



Current/Future Resource Closures



With funding, we can handle all of work appropriately by the beginning of FY 2027.

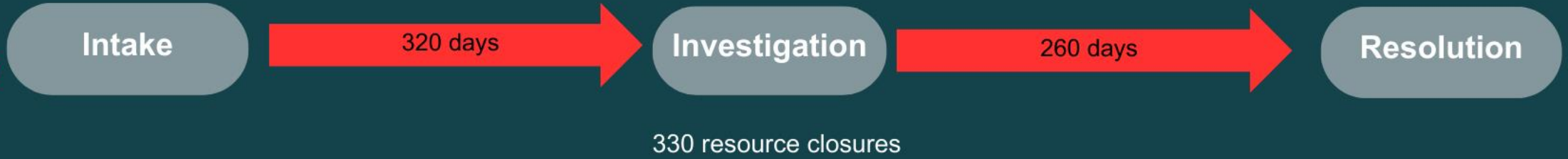


Civil Rights Complaint Timelines

Current



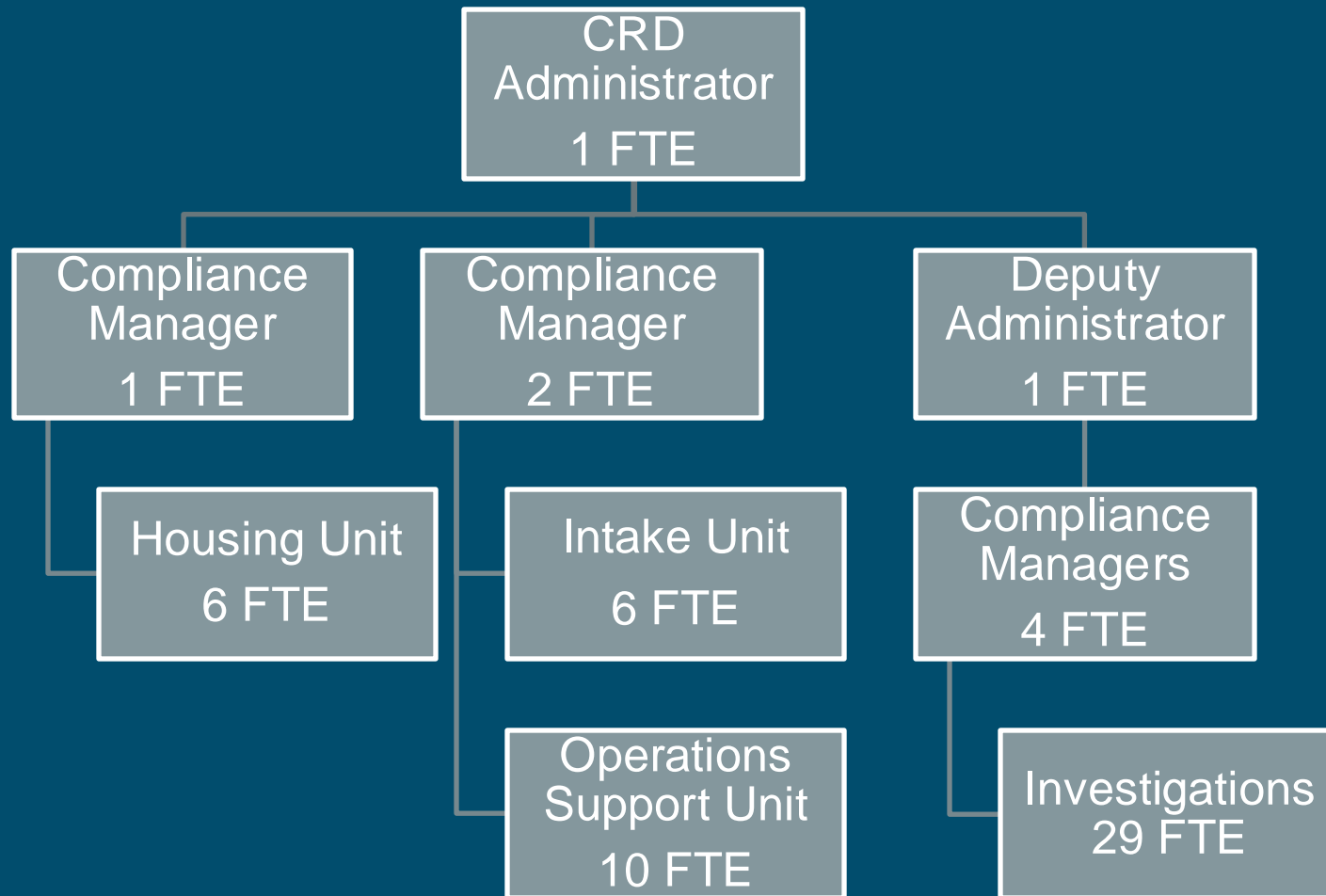
25-27 Without Funding



25-27 With Funding



Civil Rights Division (25-27) if funded

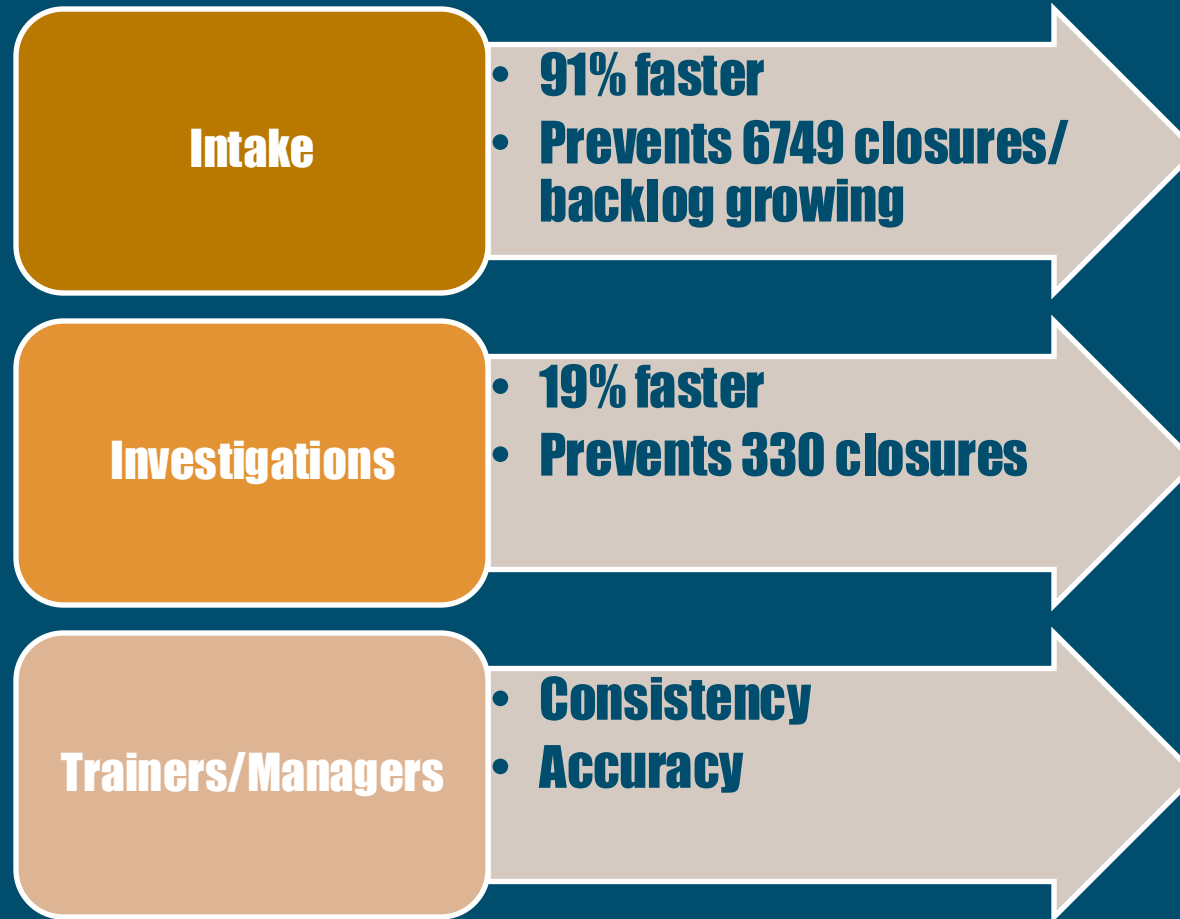


+19 Pos
(14.25
FTE) +
reclass

OF



Ensure Meaningful Civil Rights Protections with New Investments



**Legal Division:
Administrative Prosecution Unit and
Alternative Dispute Resolution**



Legal Division

Represents the State of Oregon in **contested cases and in negotiated settlement** proceedings to remedy and prevent violations of civil rights, housing, wage and hour, and apprenticeship laws.

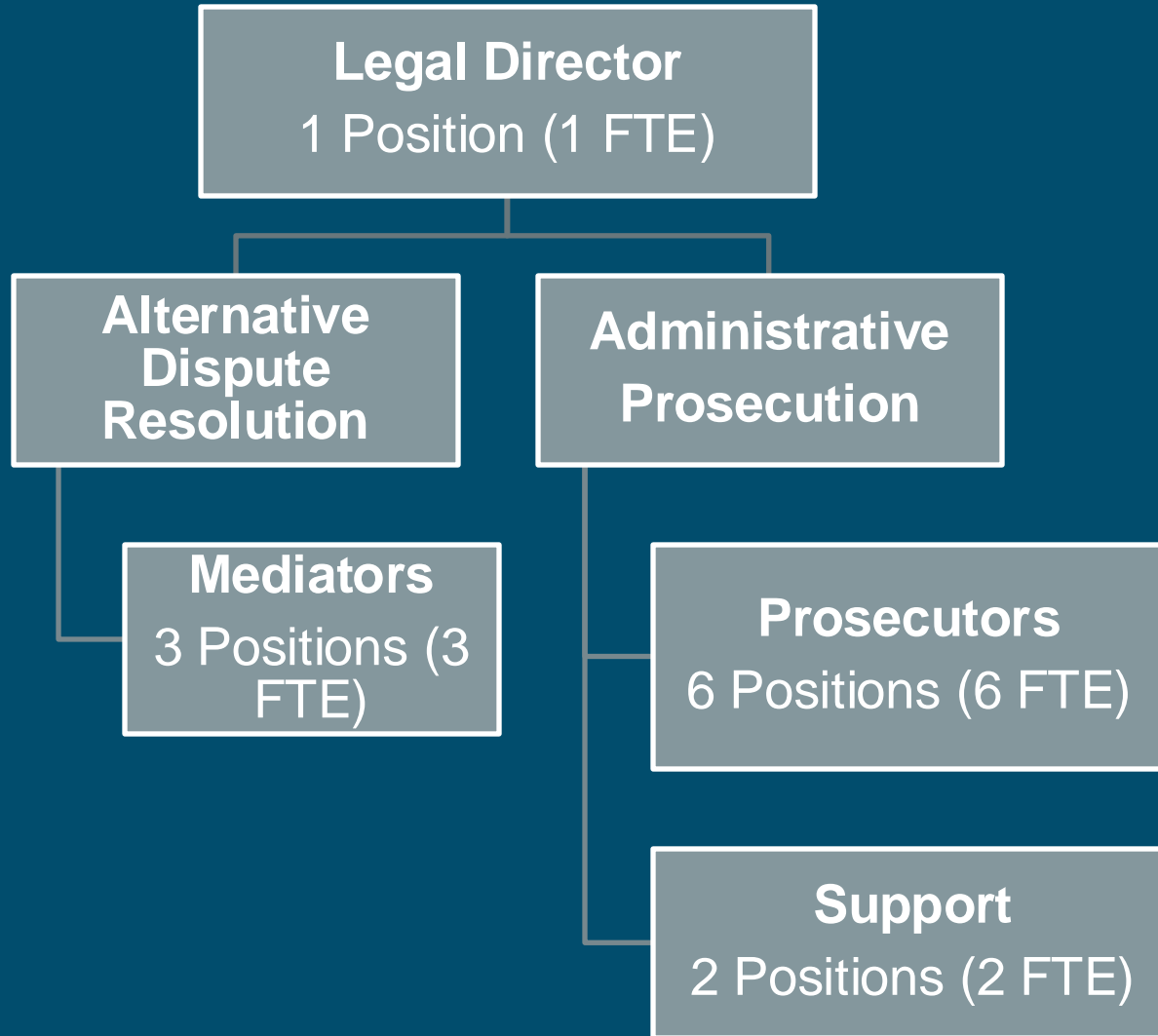
Provides **training and education across BOLI** on changes in law and policy, technical skills, and dispute resolution techniques.

Serves complainants/claimants and respondents through high-quality **mediation services** designed to foster mutually agreeable settlements and closure for all parties.

Provides **neutral hearings** with Administrative Law Judges.



Legal Division (23-25)



Legal Total:
15 Positions
(14.13 FTE)



Legal Division Programs Over the Last 6 years

1 FTE Prosecutor (21-23) GF

1 FTE Prosecutor (22) OF

1 FTE Legal Director (23-25) GF

1 FTE Mediator (23-25) GF

1 FTE Mediator (23-25) Eliminated two long-term vacant CRD positions to fund

1 FTE Prosecutor (24) HB 4127 Fiscal Impact GF

.25 FTE Prosecutor (24) HB 4080 Fiscal Impact GF

7 Positions
(6.5 FTE)

GF



Legal Division by the Numbers



- **ADR** – 35 cases impacting 250 individuals / \$332,000 +
- Projected: \$500,000 + training, and policy changes



- **APU** – 46 cases impacting hundreds of individuals /
- Over \$2.8 million + training, monitoring and other enforcement tools



- **Judgment Unit** – 29 cases impacting over 60 individuals / \$646,361 collected



*FY 23-25 to date

New in 2024: Mediation Program

Stage 1 of the new mediation program began November 1, 2024. The first stage of this new initiative is largely modeled after the EEOC mediation program.

Program goals include collaborating with Divisions for management of high caseloads and offering parties fast resolution and just, mutually agreeable outcomes.



▲ NOTICE

YOU HAVE THE OPPORTUNITY TO RESOLVE THIS MATTER THROUGH MEDIATION.



When parties (complainants and respondents) agree in good faith to participate in mediation, the case is referred to the BOLI Alternative Dispute Resolution (ADR) Team. The ADR Team provides a free mediation service while the BOLI investigation is paused, pending a resolution at mediation.

WHAT IS MEDIATION

- Mediation is a safe and confidential platform for both parties to communicate through a mediator to reach a negotiated settlement agreement.
- Mediation is fair. The mediator does not take sides, provide legal advice, or make decisions for you. Instead, they facilitate conversation, encourage problem-solving and help clarify issues.
- Mediation avoids lengthy, expensive, and unnecessary litigation. It can also help avoid continued investigation and prosecution by the agency.
- In mediation, parties are in control of the outcome, not the agency. Parties can agree on resolution terms that may not be available at the conclusion of the investigation and prosecution of the claim.
- Mediation is a voluntary process. All parties to the case must agree to mediation to schedule a session.
- The BOLI ADR mediation typically takes place over one full day session, plus brief screening time. Most mediations occur over video conference and sessions are conducted with parties in separate meeting spaces.

IF YOU WANT TO PARTICIPATE

- If you are interested in resolving this matter through mediation, please email the investigator assigned to the complaint (contact information on page 1) **within 14 days of the date of this letter**. Please specify in your email that you request to participate in mediation.
- **If both parties agree, you will be contacted by a BOLI mediator for an introduction to the mediation process and screening to determine whether the case is suitable for mediation.** If your case is accepted into the mediation program, all deadlines are paused until mediation is complete.

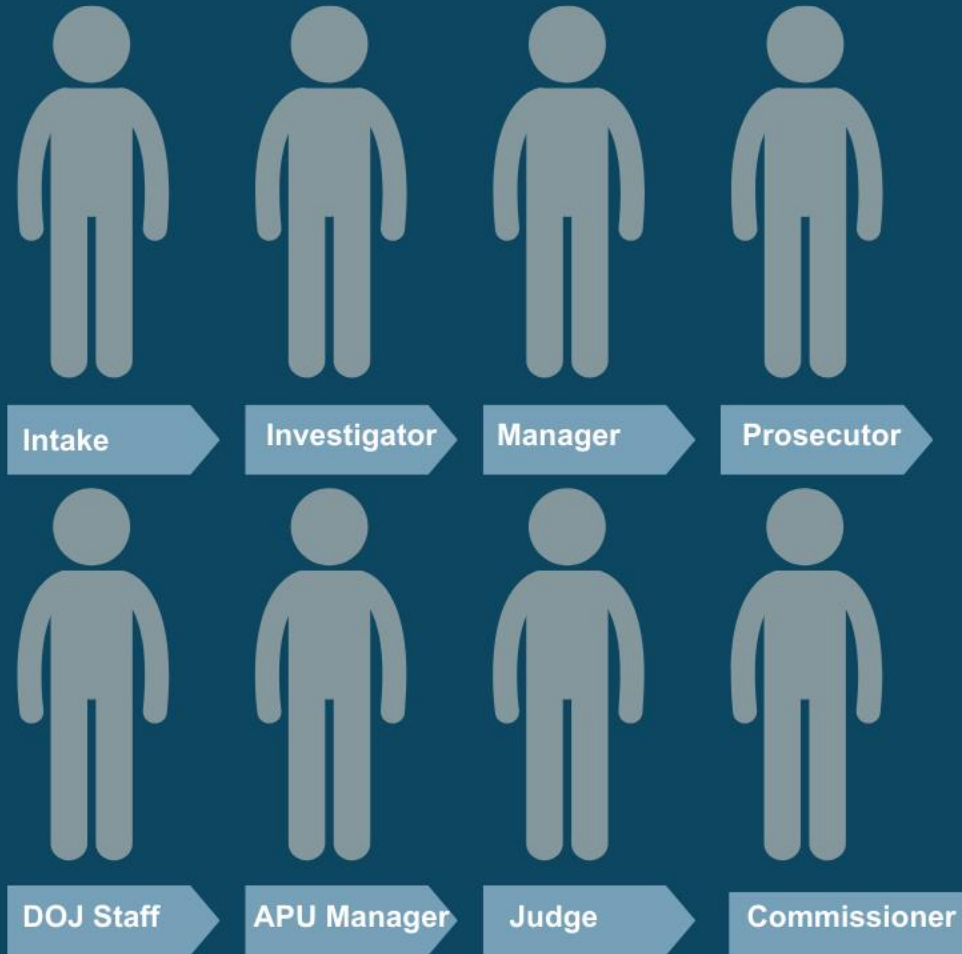
WHAT HAPPENS AFTER MEDIATION

- We aim for resolution by settlement agreement within 60 days of referral. If mediation is successful, BOLI will close the case, and the charges will be considered resolved.
- If mediation is unsuccessful, investigation will resume, and the parties must act within the timelines provided. Participating in mediation does not pause or otherwise toll any state or federal statutes of limitations.

For more information about the ADR Team, please contact us at ADR.BOLI@boli.oregon.gov and check out BOLI ADR Webpage at bit.ly/boliadr.

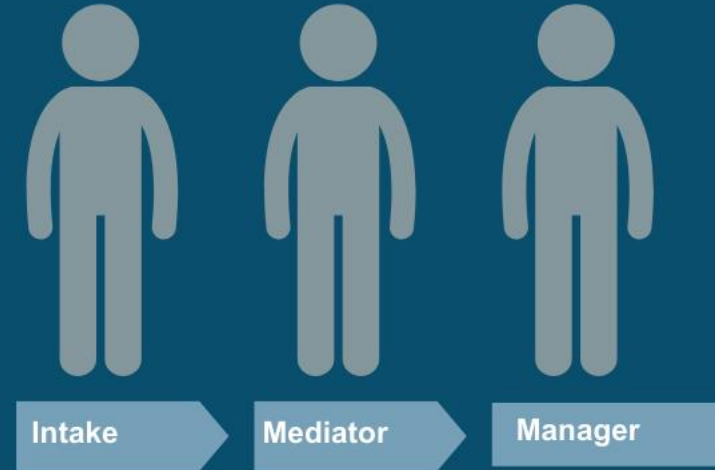


Regular CRD Case



Total Staff Hours:
194+

Mediation



Mediation can occur at any stage of the civil rights process.

Total Staff Hours: 10

VS

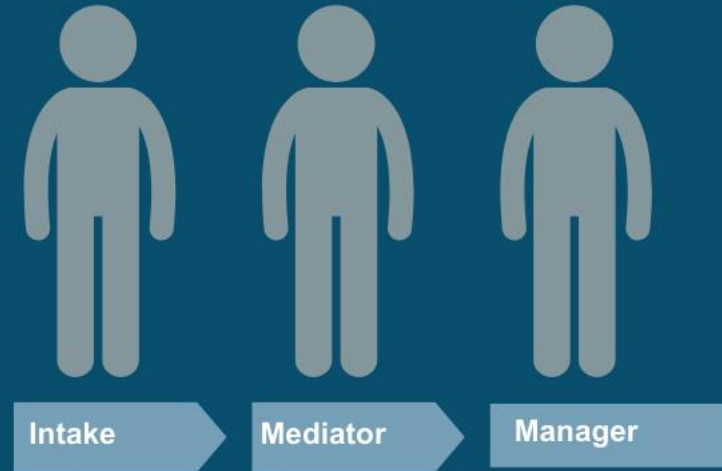


Regular CRD Case



Total Staff Hours: 150

Mediation



Mediation can occur at any stage of the civil rights process.

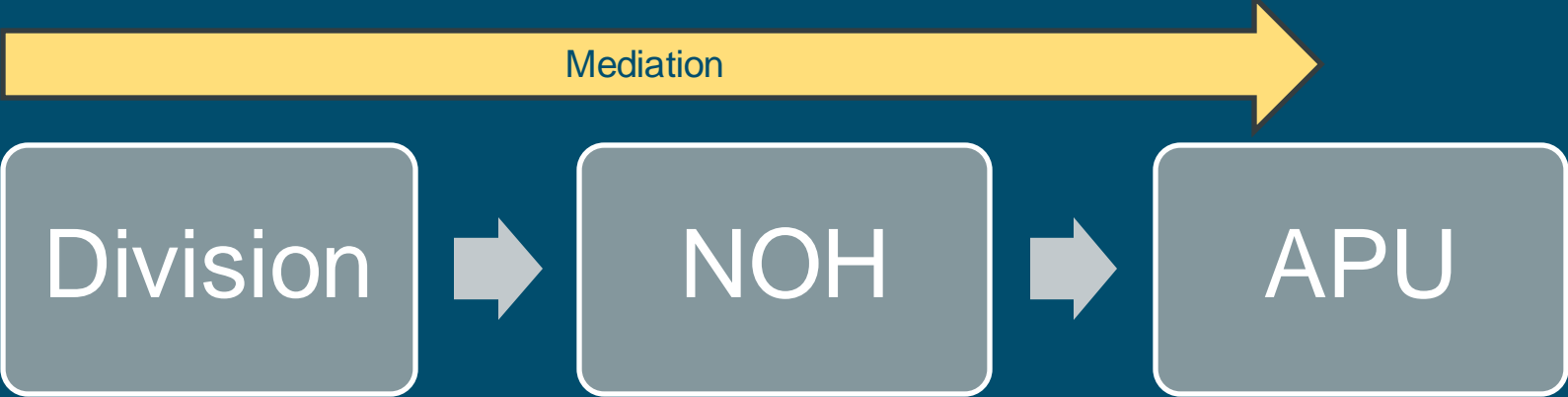
Total Staff Hours: 10

VS

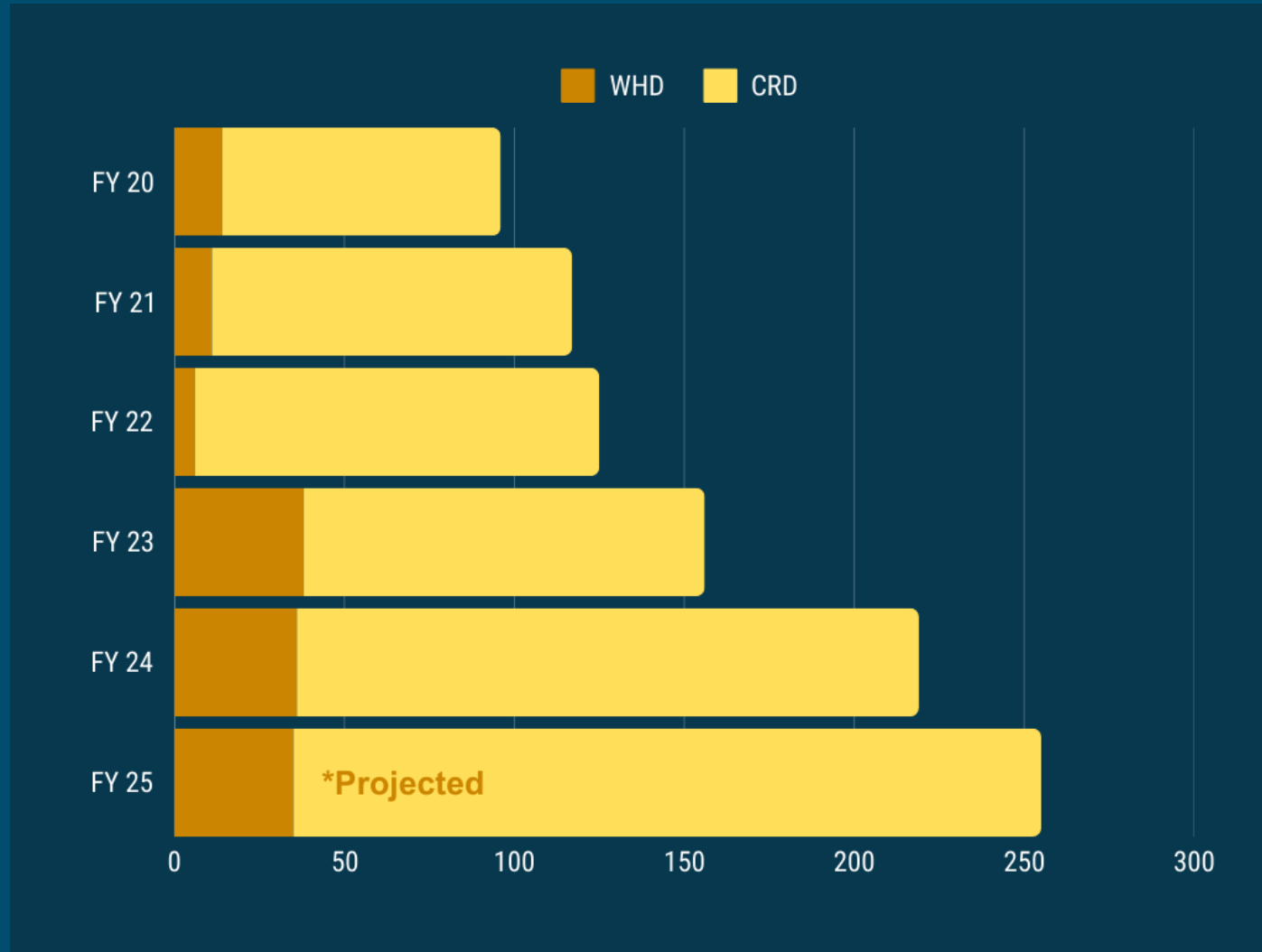


Dispute Resolution

Cases that aren't resolved are prosecuted in APU



Prosecution Unit Referrals by Fiscal Year



Up
128%
FY 20 to
FY 24



Settlements and Legal Action

Fiscal Year 2024 Awards and Conciliations from the Legal Division: **\$2,638,792**

Notable Cases:

\$1.25 million settlement with Legacy Health for meal and rest break violations, which included a compliance agreement that ensured the enforcement of compliance measures and ongoing accountability

\$1 million award* against Frehoo Inc. dba Stars Cabaret and two individuals for sexual harassment of a minor dancer in adult club

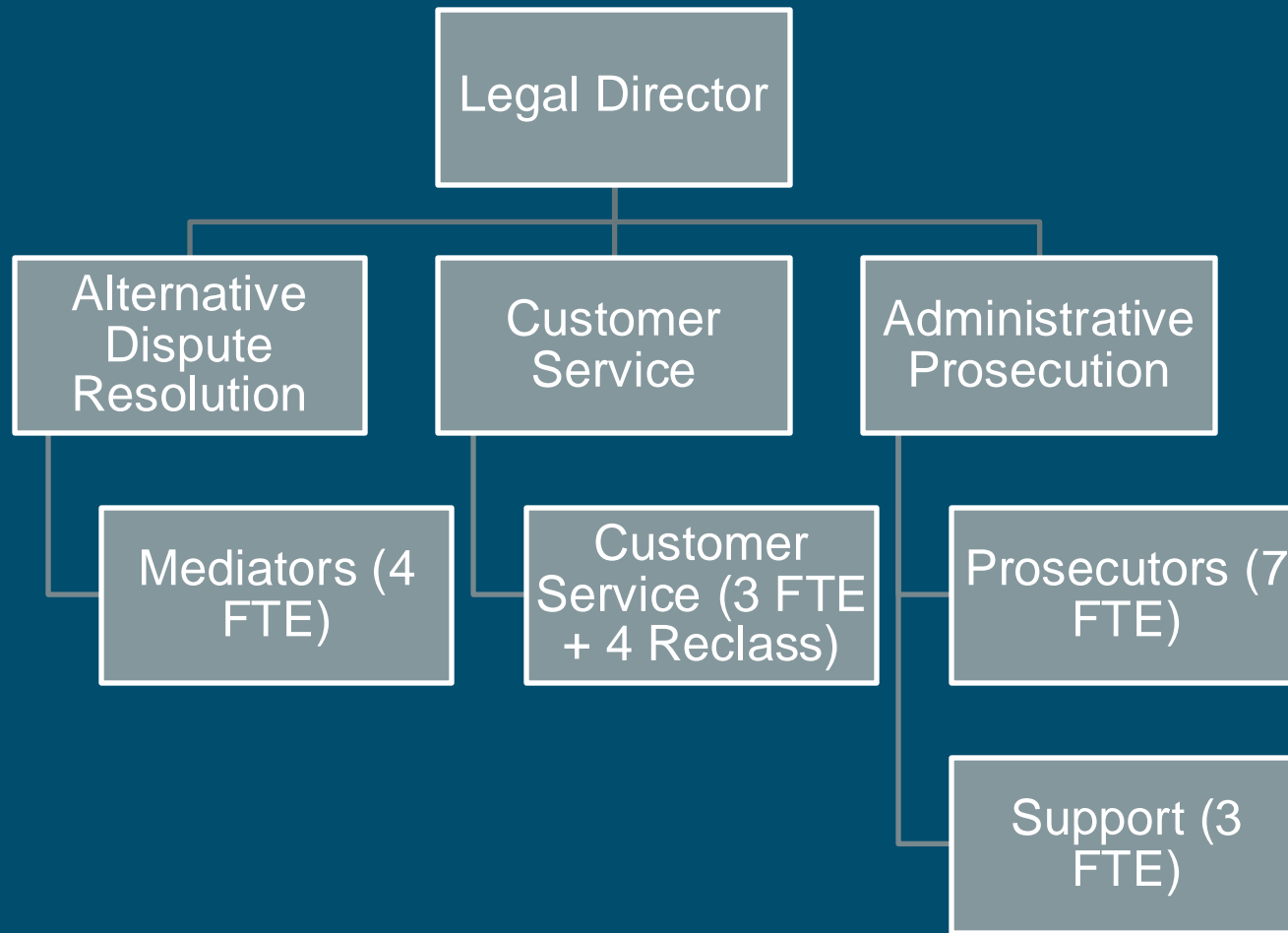
\$125,000 award against Sunstone Organics for gender identity employment discrimination

\$100,000 award against Dev's Burger for sexual harassment by non-employee and retaliatory discharge

*On appeal



Legal Division (25-27) if funded



+9 Pos
(5.25
FTE)
OF



Expanded Service and Greater Efficiency with New Investments

APU

- **55% increase in capacity**
- **560+ served**

ADR

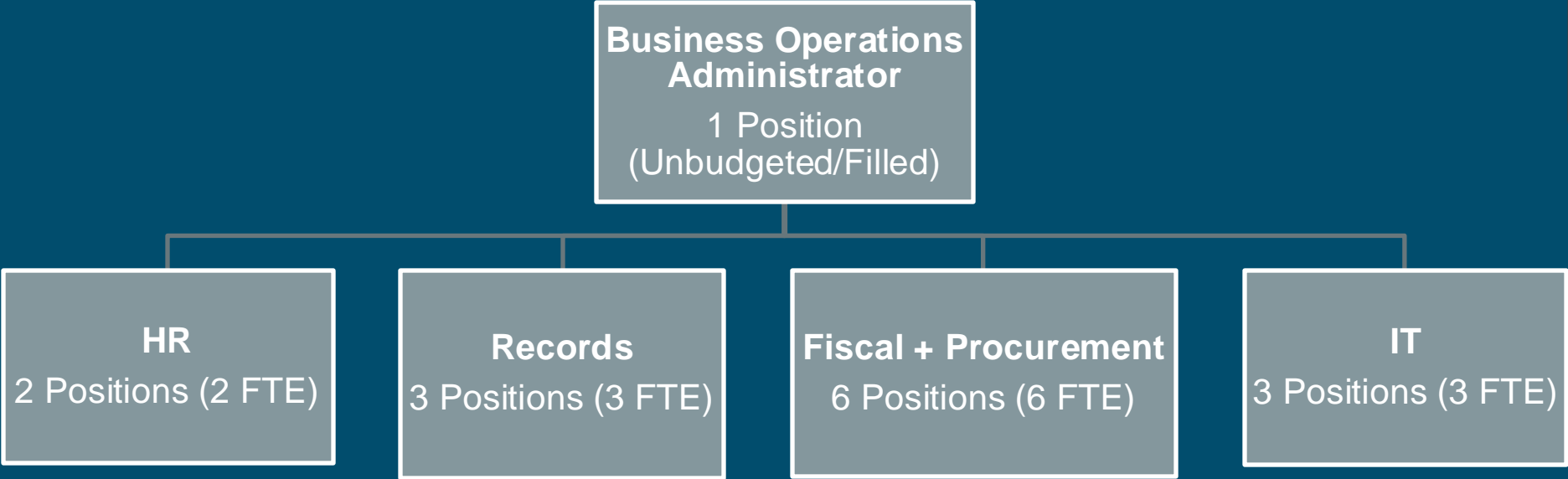
- **33% increase in capacity**
- **58k hours saved**



Operations



Operations Division (23-25)



Operations
Total:
15 Positions
(15 FTE)



Operations Programs Over the Last 6 years

Website Upgrades (19-12) GF

1 FTE Accountant for wage payments (19-21) OF

1 FTE Public Records Manager (19-21) GF

Portland Office Move (21-23) GF

1 FTE HR Analyst (21-23) GF

1 FTE HR Manager (23-25) GF

.88 LD Public Records Coordinator (23-25) GF

Public Records Portal (23-25) GF

Stage 1 Case Management Upgrade (23-25) OF/GF/FF

.25 Public Records HB 4080 Fiscal GF

6 Positions
(5.13 FTE)

GF/
OF



New Additions in 2024 - Funded by 23-25 Agency Budget Request



The screenshot shows the Oregon Bureau of Labor & Industries website. At the top left is the BOLI logo and the text "Oregon Bureau of Labor & Industries". A central banner reads "Public Records Center". Below this is a "Home" link with a house icon. A grid of four buttons is displayed: "Submit a Request" (with a pencil icon), "My Records Center" (with a person icon), "Public Records Archive" (with a folder icon), and "Trending Topics" (with a document icon). On the left side, there is a "Public Records Menu" with links for Home, FAQs, Submit a Request, My Records Center, Search by Reference Number, and Login. Below the menu is an "FAQs" section with a search icon and a notice: "Your site looks different. What happened to the request I placed with BOLI prior to July 1, 2024?".

New Public Records Portal

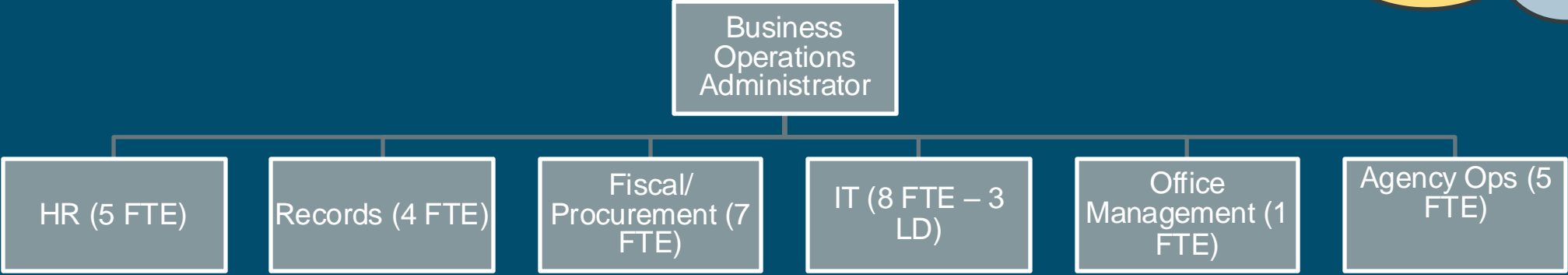
- Allows requestor to specify a deadline by which they need the records.
 - Currently able to meet reasonable deadlines (10 business days out)
 - Previously 1+ year behind
- Able to view and track the status of a request (multiple parties can be added to a request).
- Fees (where applicable) are payable electronically through the portal.



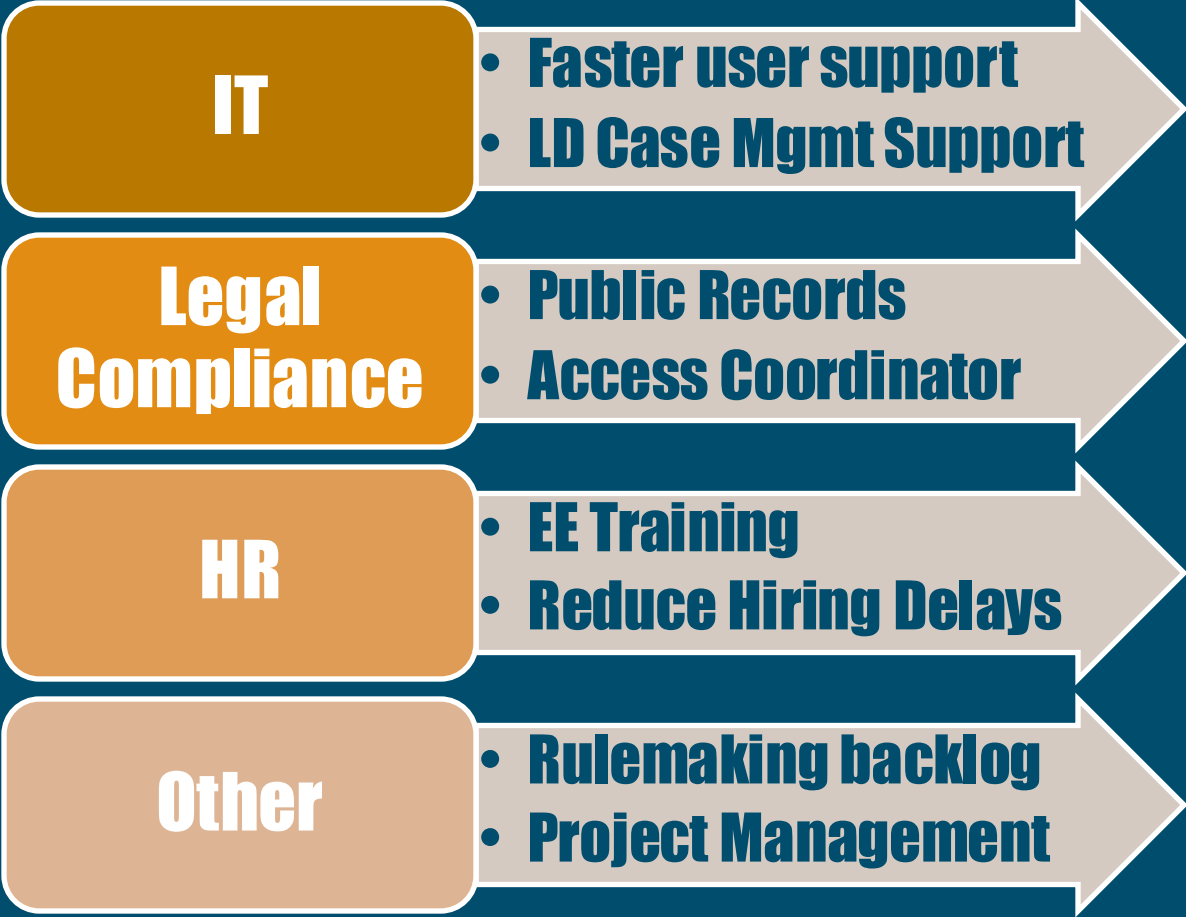
Operations Division (25-27) if funded

+16 PF
Pos/
reclass

OF



Efficiency gains, accountability, and compliance with increased investment



BOLI's Budget



2023-2025 Biennia

(Legislatively Approved Budget)

General Fund Future Ready Oregon: \$1,712,673 and Firefighter Apprenticeship: \$4,747,586	\$34,002,114* <u>(\$6,460,259)</u> \$27,541,855
Lottery Funds	\$316,222
Other Funds	\$22,127,472
Other Funds Non-Limited	\$938,700
Federal Funds (EEOC, HUD)	\$2,040,160
Total Funds	\$59,624,668*
Positions	177
FTE	154.43**

*includes \$6.4 in grantmaking funds

** includes LD positions



Summary of GRB

BOLI's Governor's Budget recommends \$83,564,820 total funds and 230 positions (227.25 FTE)

Approximately \$15 million in one-time WBF

BOLI's GRB includes the following packages:

Pkg. 090 – Reduces Service & Supplies by (\$792K) and add \$5M for CHIPS grantmaking

Pkg. 101 – Case Management System Replacement \$2,240,612 and 5 positions (5.00 FTE) (GF)

Pkg. 102 – Base \$8,436,201 and 30 positions (31.37 FTE) (WBF)

Pkg. 107 – Business Operations Sustainability \$1,329,655 and positions (5.00 FTE) (WBF)

Pkg. 130 – CRD Backlog & Future Sustainability \$3,475,072 and 15 positions (15.00 FTE) (WBF)

Pkg. 140 – WHD Backlog & Future Sustainability \$3,895,810; 17 positions (17.00 FTE) (WBF/WSF)



BOLI's Budget Proposal – Requesting No General Fund

Request	Purpose
Case Management Replacement	New system will help address backlog & improve efficiency.
BOLI Base	Investment in key positions to address recruitment, retention, and workflow challenges, to keep BOLI afloat.
Civil Rights Division Sustainability	Additional intake staff, mediator, and investigators to keep up with the volume of complaints.
Wage & Hour Division Sustainability	Collections, intake, and customer service positions to allow investigators to focus on case resolution.
Operation Sustainability	Investment in key positions to grow HR and IT capacity, ADA compliance, and more.

Fund Source	Amount
CHIPS	\$189,488
FF – SAEF 2 Grant	\$768,778
OST IAA	\$236,468
PWR	\$672,467
WBF	\$11,838,742
WSF	\$3,459,719
WSF/PWR	\$9,418
OF combination	\$1,000,000
TOTAL	\$19,775,696

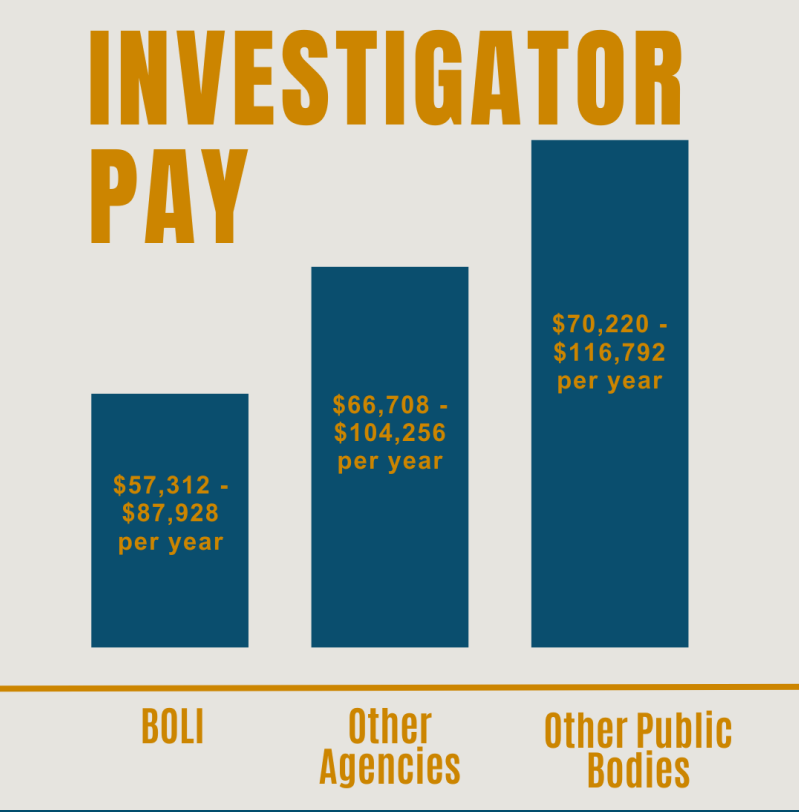


Reclassifications

\$941,792

Positions in CRD, WHD, and ATD reclassified upward to support recruitment, retention, and restructuring of work

- In the last 6 months 8 failed recruitments due to pay
- Lost 6 Civil Rights Investigators in one year



Division	Percent under 2 years
WHD	35% / 45%
CRD	33% / 30%
ATD	52%

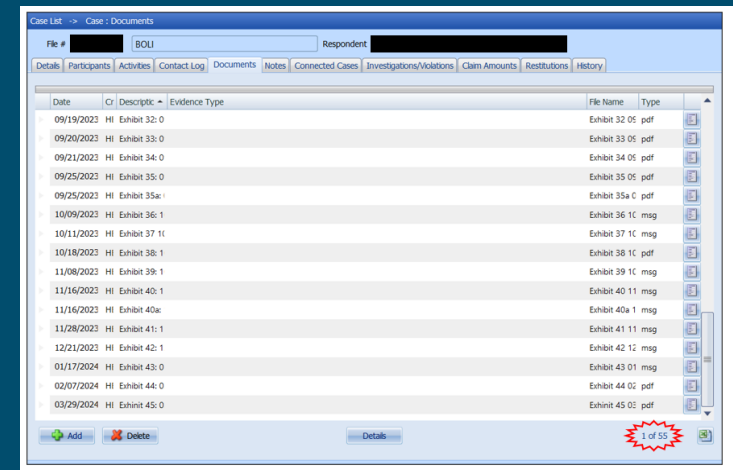


Modernizing Case Management

Current system: Crashes & Data Loss; Manual Processes; Lack of Transparency & Tracking; Reporting & Data gaps

Future state:

- Streamlined workflows & automation – **Reduce staff time spent on manual tasks by 20-30%**
- Faster case communications & improved customer service, increases transparency for individuals, reducing frustration – **30-40% decrease in processing time projected**
- Improved Data & Reporting - **Reporting and analysis time reduction of up to 70-80%**



The screenshot shows a web-based interface for case management. At the top, there are tabs for 'Details', 'Participants', 'Activities', 'Contact Log', 'Documents', 'Notes', 'Connected Cases', 'Investigators/Violators', 'Claim Amounts', 'Restitutions', and 'History'. Below the tabs is a table with columns for 'Date', 'Description', 'Evidence Type', 'File Name', and 'Type'. The table contains 15 rows of exhibit data, including dates from 09/19/2023 to 03/29/2024 and file names like 'Exhibit 32 06.pdf' and 'Exhibit 36 1C.msg'. At the bottom of the table, there are 'Add' and 'Delete' buttons, and a 'Details' button. A red starburst icon with '1 of 55' is visible in the bottom right corner of the table area.

Date	Description	Evidence Type	File Name	Type
09/19/2023	HI Exhibit 32: 0		Exhibit 32 06.pdf	
09/20/2023	HI Exhibit 33: 0		Exhibit 33 05.pdf	
09/21/2023	HI Exhibit 34: 0		Exhibit 34 05.pdf	
09/25/2023	HI Exhibit 35: 0		Exhibit 35 05.pdf	
09/25/2023	HI Exhibit 35a: 1		Exhibit 35a 0.pdf	
10/09/2023	HI Exhibit 36: 1		Exhibit 36 1C.msg	
10/11/2023	HI Exhibit 37 1C		Exhibit 37 1C.msg	
10/18/2023	HI Exhibit 38: 1		Exhibit 38 1C.pdf	
11/08/2023	HI Exhibit 39: 1		Exhibit 39 1C.msg	
11/16/2023	HI Exhibit 40: 1		Exhibit 40 11.msg	
11/16/2023	HI Exhibit 40a:		Exhibit 40a 1.msg	
11/28/2023	HI Exhibit 41: 1		Exhibit 41 11.msg	
12/21/2023	HI Exhibit 42: 1		Exhibit 42 12.msg	
01/17/2024	HI Exhibit 43: 0		Exhibit 43 01.msg	
02/07/2024	HI Exhibit 44: 0		Exhibit 44 02.pdf	
03/29/2024	HI Exhibit 45: 0		Exhibit 45 02.pdf	

\$2.2 m includes 5 staff (3 LD) and projected costs



Phased Plan – RFP July 2025 to Fully transitioned Q4 27

Paid Leave Oregon Funding



Senate Bill 1515 Report
Apportionment of Duties between Bureau of Labor
and Industries and Oregon Employment
Department for OFLA & Paid Leave Oregon
September 2024

A future Oregon where individuals,
employers, and families
— *of every kind* —
have the time and support they need
to care for themselves and
their loved ones
during life's most
important moments.



- BOLI is on track to receive 600 paid leave related claims this year.
- During just June of 2024, BOLI received over 1,200 calls and emails from Oregon workers asking about their rights under Paid Leave Oregon.
- From December 2022, through May 2024, Oregon employers contacted BOLI approximately 3,000 times with Paid Leave Oregon related questions.
- The Employer Assistance Unit at BOLI has forgone over \$230,000 in event registration fees to train employers on Paid Leave Oregon.



Worker Benefit Fund

- GRB proposes one-time transfer of \$15M
- Worker Benefit Fund
 - Workers and Employers each contribute one cent per hour worked
 - Already funds BOLI's Workers' Compensation investigations by statute (ORS 656.605)
 - SB 946 clarifies that fund can be used for carrying out duties of BOLI



Staged Hiring Plan

Hiring Plan

BOLI

TASK	ASSIGNED TO	PROGRESS	START	END
Preparation - PD Drafting				
WHD new	Laura	75%	11/1/24	1/31/25
APU/ALJ New	Erin	50%	12/1/24	2/21/25
EA New	Dylan	50%	12/1/24	2/21/25
DAS PD Approval				
WHD reclass	Laura	100%	2/1/25	4/5/25
CRD reclass	Michael	100%	2/1/25	4/5/25
ATD reclass	Jody	100%	2/1/25	3/5/25
HR PREP WORK	Camille	70%	11/1/24	6/30/25
Hiring - Round One (27)				
HR Roles (3)	Camille (2); Rhys (1)	0%	6/30/25	12/30/25
APU Paralegal (1)	Rachel	0%	6/30/25	9/30/25
Hiring - Round Two (27)				
WHD L&D2 (2)	Laura	0%	1/1/26	4/1/26
Comms (1)	Jess G.V.		1/1/26	6/1/26
Hiring - Round Three (17)				
CRD CR1 (6)	Current or New Manager	0%	6/1/26	12/31/26
PSR4 (3)	Erin or New Cust Serv Manager	0%	6/1/26	12/1/26
Research Analyst (1)	Alex	0%	6/1/26	12/1/26
WHD CS2 (7)	Emily or New Manager	0%	6/1/26	12/1/26

All positions are in a staged hiring plan from PD drafting through posting, with hiring in three stages to absorb all positions.





Conclusion

We can reverse decades of underinvestment and help ensure Oregon is the best place to live and work, together.



KPMs

BOLI is requesting revisions to most KPMs to have the Legislature track more important metrics of the health and work of the agency



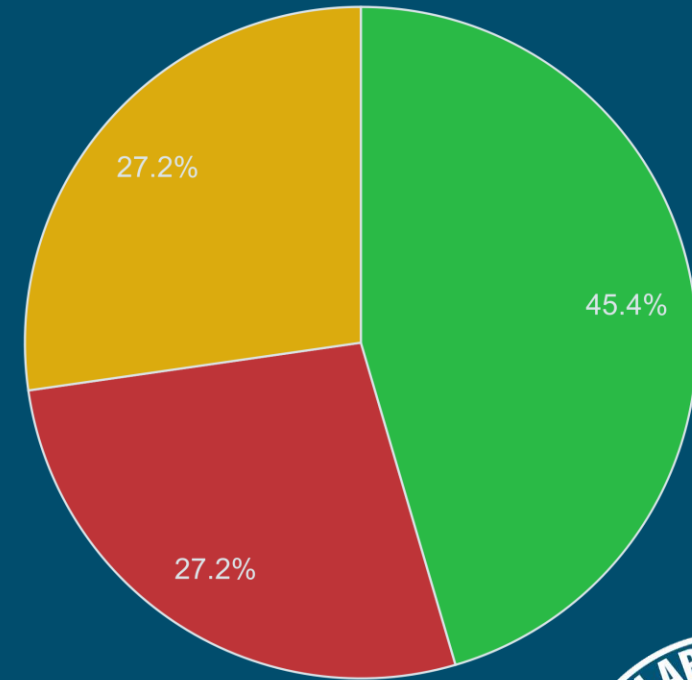
2024 Key Performance Measure Review

Green (On Target or Exceeding Target): 45.45% of KPMs

Yellow (Target -5% to -15%): 27.27% of KPMs

Red (Target > -15%): 27.27% of KPMs

Key Takeaway: While nearly half of Key Performance Measures are on track (Green), a significant portion (over 50% combined Yellow and Red) are facing challenges in meeting targets. This indicates areas needing attention and potential resource allocation adjustments.



KPM #1: Customer Service Satisfaction [All]

Percent of customers rating satisfaction as "good" or "excellent" (overall, timeliness, accuracy, helpfulness, expertise, availability of information)

2024 Performance:

Overall: 25% (Red - Significantly below target of 95%)

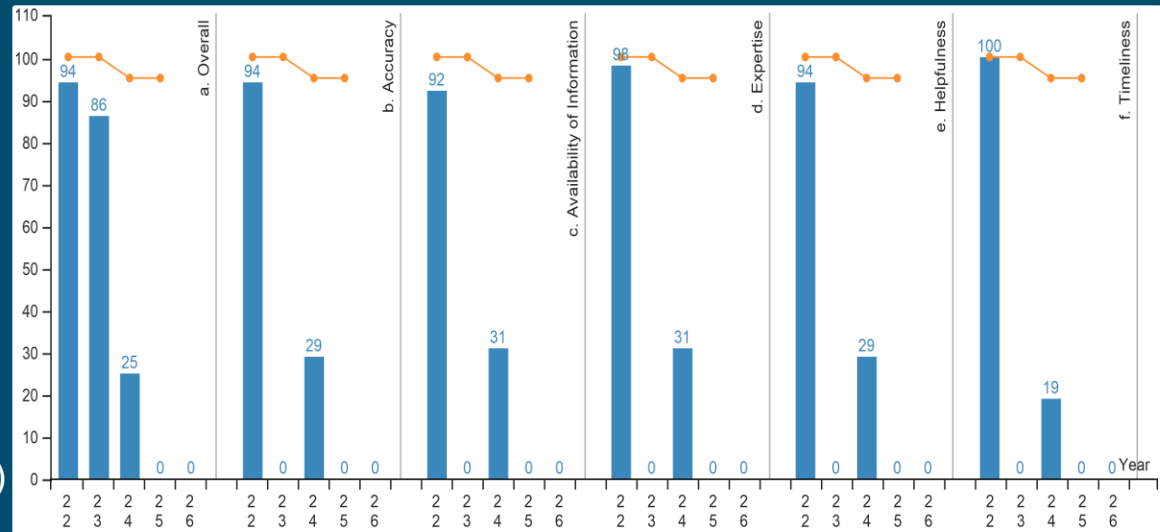
Accuracy: 29% (Red)

Availability of Information: 31% (Red)

Expertise: 31% (Red)

Helpfulness: 29% (Red)

Timeliness: 19% (Red - Lagging behind all other metrics)



How Are We Doing: Significant gap between desired and actual customer service quality. Not meeting customer expectations. Timeliness is a major issue.

Factors Affecting Results: New, more comprehensive measurement approach (all closed cases surveyed) reveals challenges. Workload exceeding capacity, leading to poor outcomes. Inadequate resources are constraining service delivery.



Public Records Proposed KPM

Public Records Processing (Proposed KPM #10)

The percentage of requests resolved or estimated shows the Records Department's efficiency.

Public Records Processing

- a. Percentage of requests resolved within 30 days.
Target = 75%
- b. Percentage of requests resolved within 45 days.
Target = 85%
- c. Percentage of requests resolved within 90 days.
Target = 95%

Purpose of Request: To capture the unit's efficiency, which is particularly important to meet requestors deadlines as they often are requesting them for legal purposes.



KPM #10: Technical Assistance Response Time

[EA]

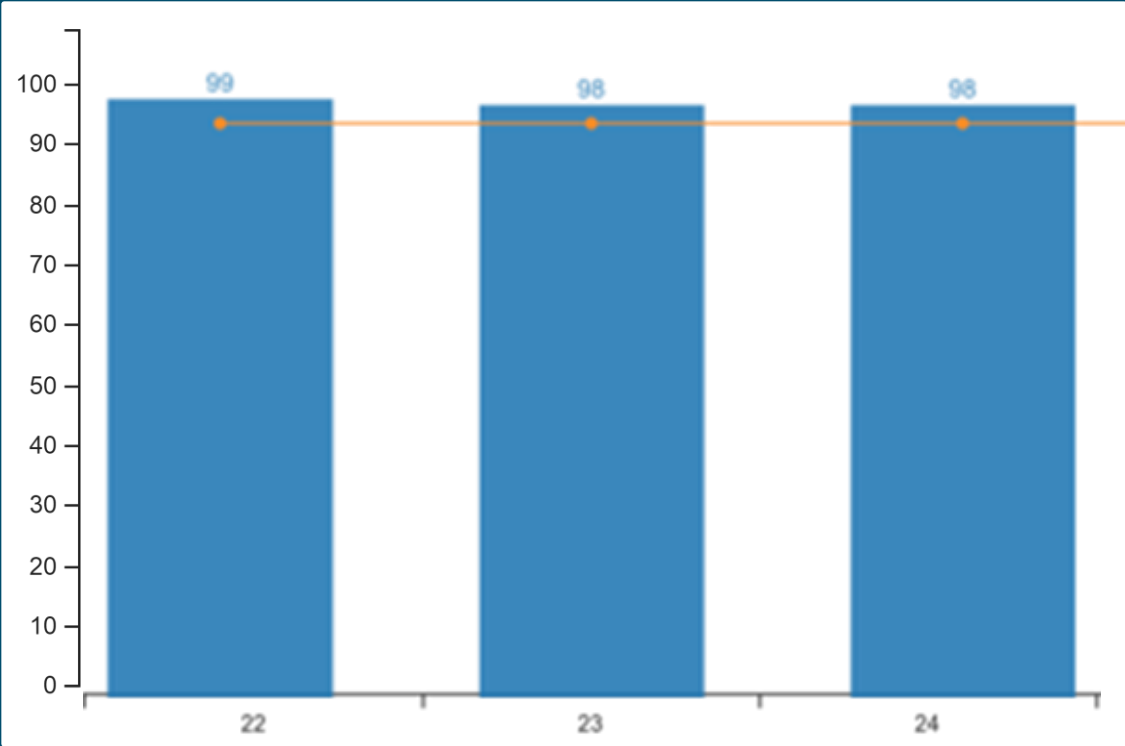
Percentage of employer technical assistance calls/emails returned no later than the next business day.

2024 Performance: 98% (Green - Exceeded target of 95%)

Trend: Consistently exceeds target, even with increased call/email volume.

How Are We Doing: Excellent performance, exceeding target even with increased workload.

Factors Affecting Results: Effective management of increased requests (8% increase in FY24, 26% increase since FY22). Employer Assistance Unit created unbudgeted positions to maintain response time. Crucial to monitor due to increase in demands of unit.



Employer Assistance Proposed KPM

Response Time

This measures the *Employer Assistance Division's* responsiveness to inquiries.

Percentage of employer technical assistance calls or emails returned no later than the next business day.

Target = 95%

Request Purpose: changes name to reflect what division is called



KPM #3: Timely Wage and Hour Complaint Processing [WHD]

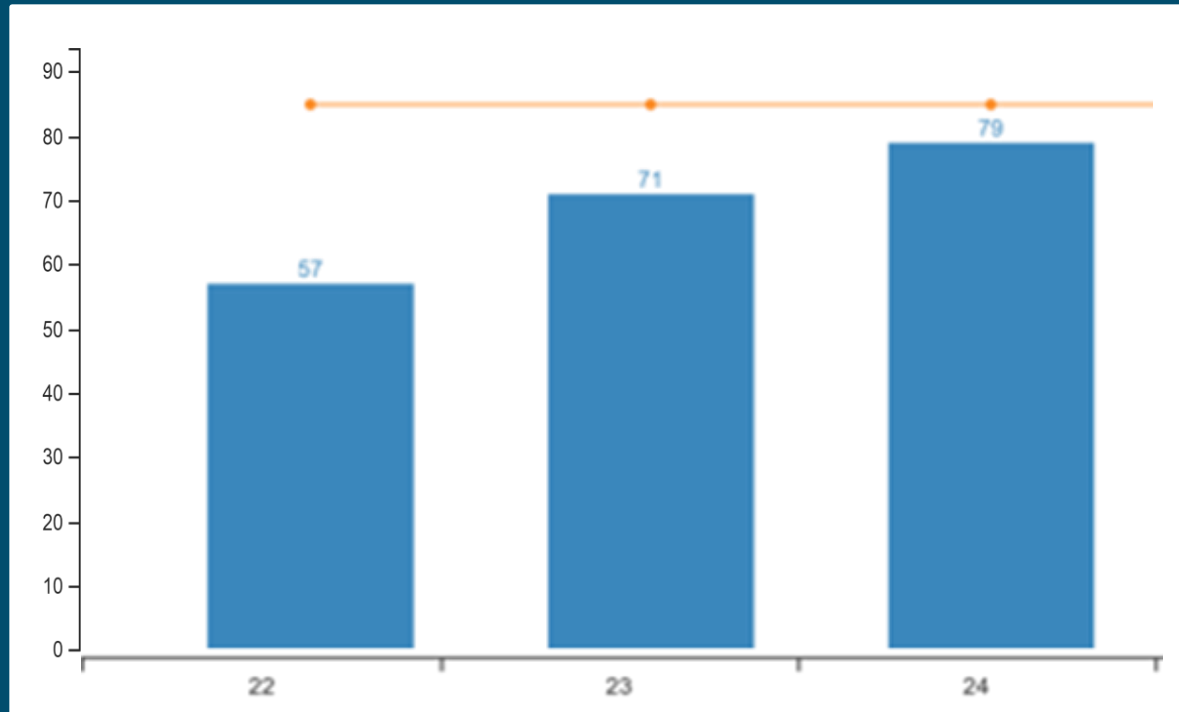
Percentage of target met for timely intake, jurisdiction determination, demand letter, and investigation.

2024 Performance: 79% (Yellow - Below target of 85%, but showing consistent upward trend)

Trend: Improved performance from 71% in FY 2023 and 58% in FY 2022. Upward trend for two consecutive years.

How Are We Doing: Did not meet overall target but shows significant improvement and upward trend.

Factors Affecting Results: High volume of wage claims. Modernization efforts (online portal, digital workflow) are streamlining processes and improving efficiency, contributing to the upward trend.



KPM #4: Wage Security Fund Claims Processing [WHD]

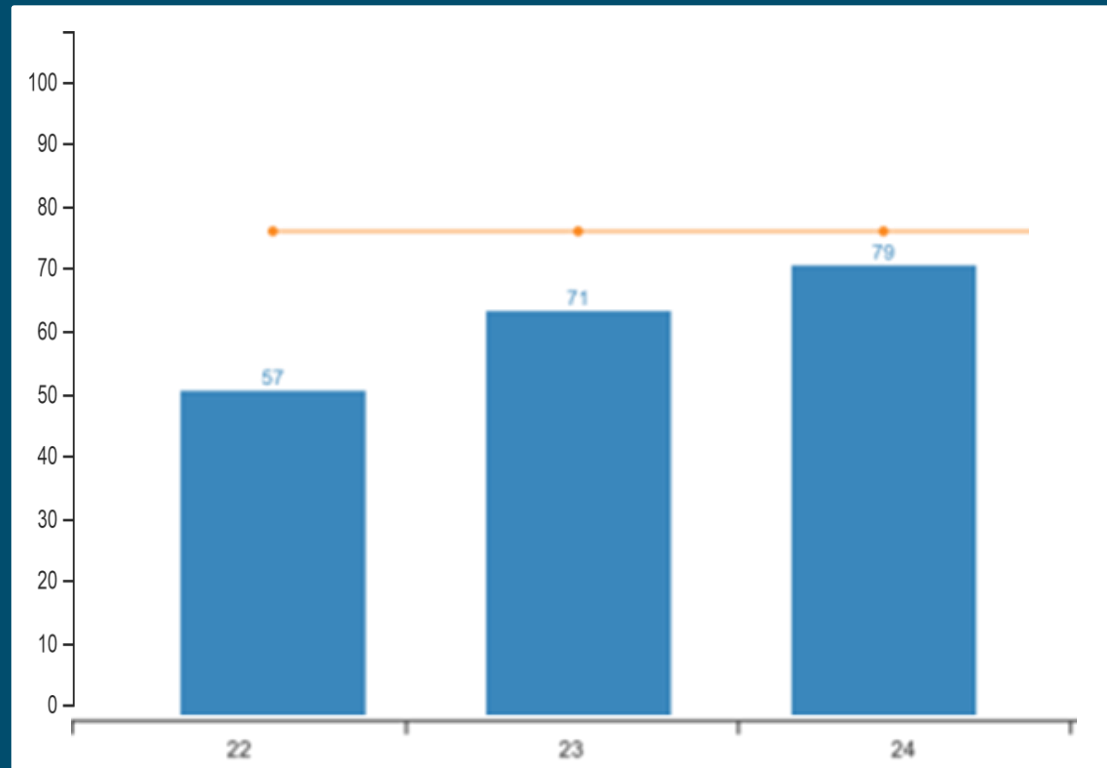
Percentage of Wage Security Fund claims processed within fewer than 30 days.

2024 Performance: 59% (Red - Below target of 85%)

Trend: Slight improvement from 56% in FY 2023, but still far below target.

How Are We Doing: Falling short of the target. Modest improvement year-over-year, but significant gap remains.

Factors Affecting Results: Increased volume of wage claims, leading to increased workload for compliance staff. Focus on priority wage claims (minimum wage, overtime, etc.) delays processing of Wage Security Fund claims. Dramatic impact from the number of claims eligible for Wage Security Fund.



KPM #5 - Prevailing Wage Rate Investigations [WHD]

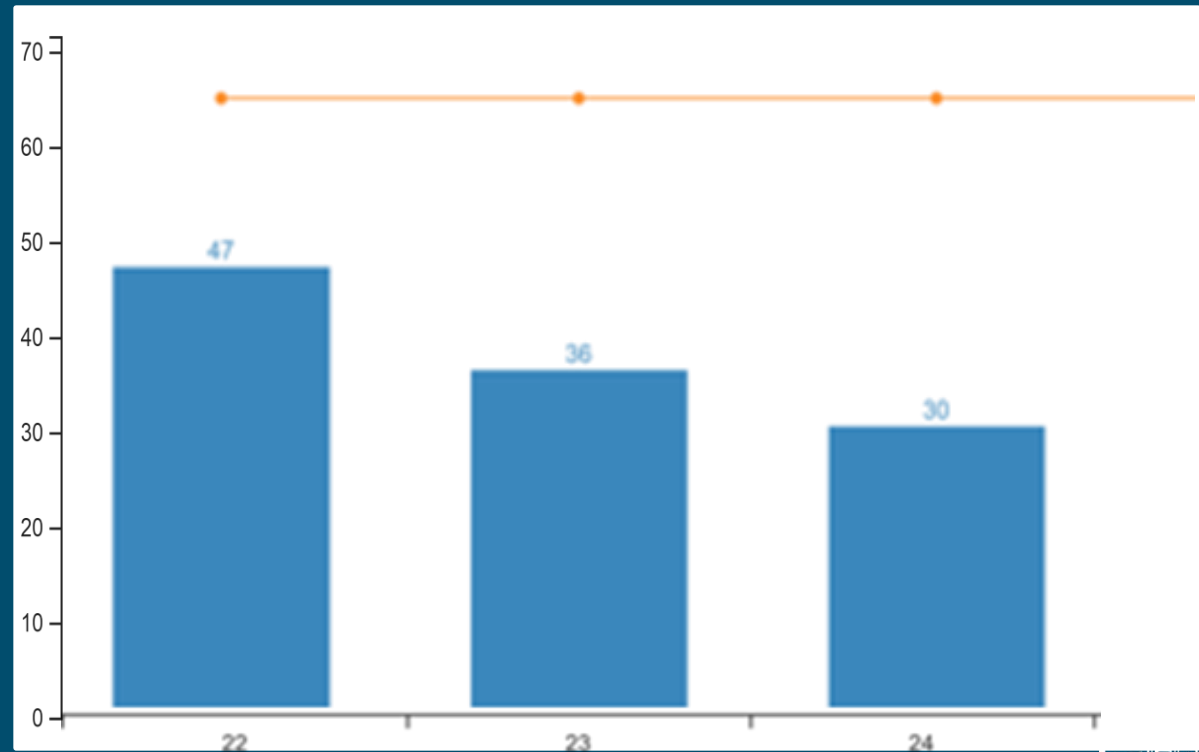
Percentage of Prevailing Wage Rate investigations completed within 90 days.

2024 Performance: 30% (Red - Significantly below target of 65%)

Trend: Decreased performance from 36% in FY 2023.

How Are We Doing: Significantly below target. Decreasing performance year-over-year.

Factors Affecting Results: Lack of trained staff and complexity of cases (multiple parties, extensive payroll records, lengthy periods, litigation). Need to pull investigators for prevailing wage determinations, impacting investigation timelines. Contractor cooperation also affects timeliness.



KPM #11 - Prevailing Wage Rate Pre-determinations [WHD]

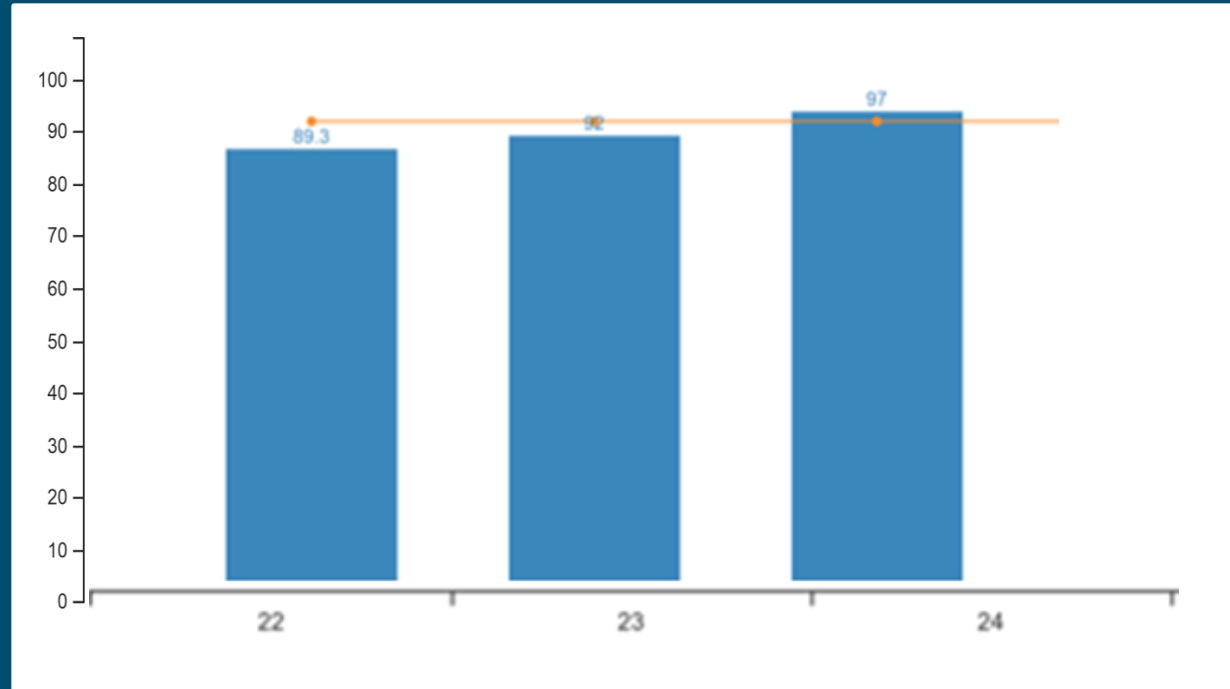
Response time for requests by public agencies concerning potential coverage of projects.

2024 Performance: 97% (Green - Exceeded target of 95%)

Trend: Improved performance from 92% in FY 2023.

How Are We Doing: Exceeded target and improved performance year-over-year. Effective prioritization of timely determinations.

Factors Affecting Results: Modest increase in requests, but complexity increased due to new funding sources (Lift Funds, block grants). Timely determinations achieved by re-prioritizing and pulling investigators from other cases, impacting PWR investigation timelines (see KPM #5).



Wage and Hour Proposed KPMs

Wage Claims (Proposed KPM #5) NEW

Measures amount of time the divisions takes to issue demand letter. Which can be a potential indicator of the Wage and Hour Division's effectiveness.

- a. 30 days from receipt of wage claim
 - a. Target=50%
- b. 60 days from receipt of wage claim
 - a. Target=75%
- c. 90 days from receipt of wage claim
 - a. Target=100%

Request Purpose: to capture how quickly intake is issuing a letter to employers notifying them of a wage claim. This will allow BOLI and the Legislature to see how long the first step in the wage claim process is taking.



Wage and Hour Proposed KPMs

Wage Security Fund Claims (Proposed KPM #6) Change to existing KPM #4

Tracking the processing time for Wage Security Fund claims. Indicates Wage and Hour Division efficiency.

Processing WSF claims within 60 or fewer days.

Target = 85%

Purpose of Request: Make it possible to meet the KPM, with expansion of uses of the fund, that did not include funding, we cannot meet the current metric (30 days) in the KPMs



Wage and Hour – Prevailing Wage Proposed KPMs

Prevailing Wage Investigations (Proposed KPM #7) New

Monitoring the number of days between receipt of case and when the investigation is complete shows Wage and Hour Division efficiency.

a. 60 days
Target = 25%

b. 90 days
Target = 50%

c. 120 days
Target = 75%

d. 180 days
Target = 100%

Purpose of Request: To set benchmarks for timeliness of prevailing wage complaints



Wage and Hour – Prevailing Wage Proposed KPMs

Prevailing Wage Coverage Determinations (Proposed KPM #8) New

This metric tracks the efficiency of the Wage and Hour Division in making determinations about whether a worker or workplace falls under their statutory coverage. A high percentage of determinations made within 60 days suggests the Division is processing coverage requests efficiently.

Percent of statutorily required coverage determinations made within 60 days, when provided information by requestor to do so

Purpose of Request: Timely processing of coverage determinations allows for contractors, public bodies and owners to be aware of wage and other requirements for projects



KPM #2 - Timely Civil Rights Investigations [CRD]

Timeliness of civil rights investigations at 180 days, 240 days, and 1 year.

2024 Performance:

Within 180 days: 39% (Red - Below target of 45%)

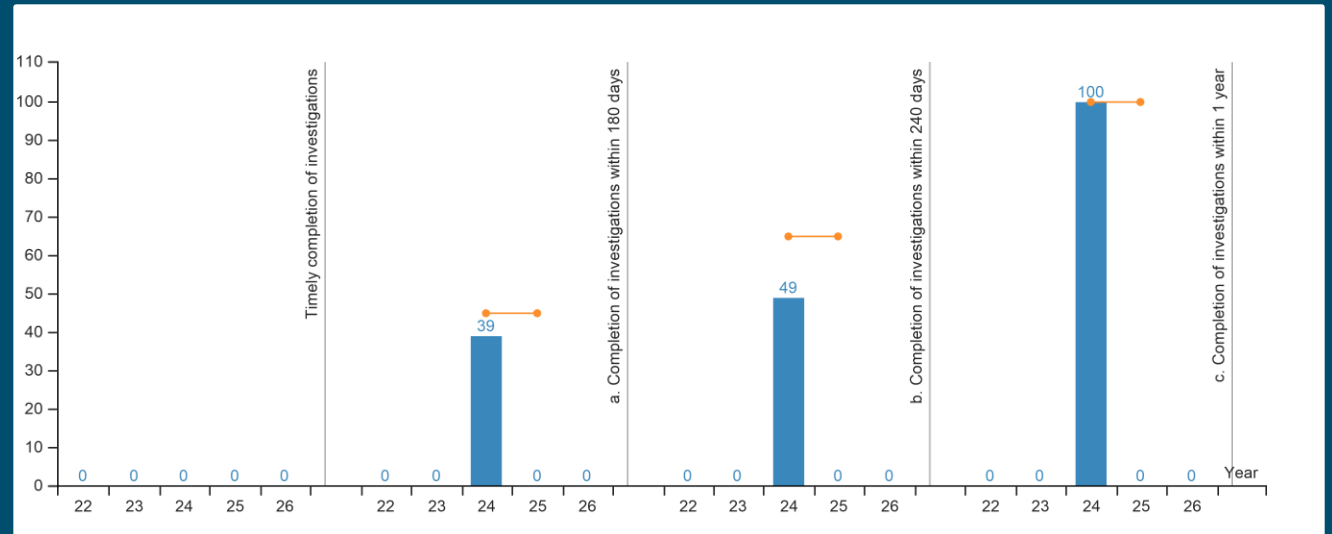
Within 240 days: 49% (Red - Below target of 65%)

Within 1 Year: 100% (Green - Met target of 100%)

How Are We Doing: Met target for 1-year completion, but falling short on 180-day and 240-day targets.

Workload and resource allocation impacting shorter-term timeliness.

Factors Affecting Results: Complex investigations require thoroughness. Current staffing levels likely insufficient for desired shorter timelines. Expertise and processes are in place, but resource allocation needs adjustment. Timelines heavily impacted by complainant and respondent response timelines.



Civil Rights Proposed KPMs

Initial Contact (Proposed KPM #3) NEW

This measures the Civil Rights Division's responsiveness to inquiries from the public.

Percent of responses to initial contact within (less than or equal to) 2 business days.

Target = 85%

Request Purpose: Intake timelines are key indicators to overall case timelines.

Complaints Drafted & Initial Interviews (Proposed KPM #4) NEW

This measure tracks the efficiency of the Civil Rights Division in converting initial complaints into formal documents. It reflects the speed at which potential cases move from initial contact to official investigation. This measures the timeliness of the Civil Rights Division in scheduling and conducting initial interviews with complainants. It reflects how quickly they can gather information and begin assessing potential cases.

a. Percent of intake interviews conducted within 30 days of assignment

Target = 80%

b. Percent of complaints drafted within 7 days of intake interview.

Target = 80%

Request Purpose: Converting the questionnaire into a complaint is a key indicator into timeliness of the Civil Rights Complaint Process



KPM #9: APU Hearing Scheduling Timeliness [APU]

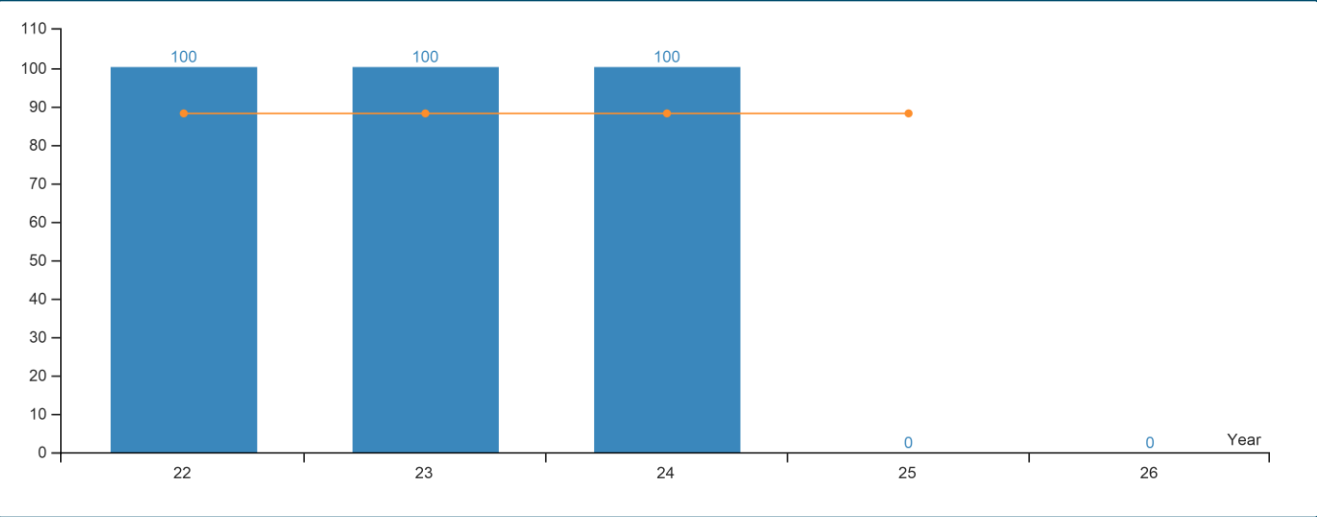
Percentage of cases scheduled for hearing within 30 days of assignment to APU.

2024 Performance: 100% (Green - Exceeded target of 88%)

Trend: Consistently exceeds target.

How Are We Doing: Consistently exceeding target. Excellent performance.

Factors Affecting Results: Unit consistently exceeds this metric. Agency proposing to adjust metric to be more challenging and reflect actual performance and challenges.



Administrative Prosecution Unit Proposed KPMs

Case Assignment & Charging Document Creation (Proposed KPM #9)NEW

Tracking the amount of time needed to assign cases and draft charging documents.

Percentage of cases assigned and charges drafted within 75 days.

Target = 75%

Request Purpose: To be able to determine how long the beginning stages of the prosecutorial work is taking. The drafting of charging documents must be completed prior to the case moving forward. Tracking the amount of time needed to draft charging documents shows unit efficiency.



KPM #6: Apprenticeship Journey Level Certificates [ATD]

Number of apprentices receiving journey level certificates.

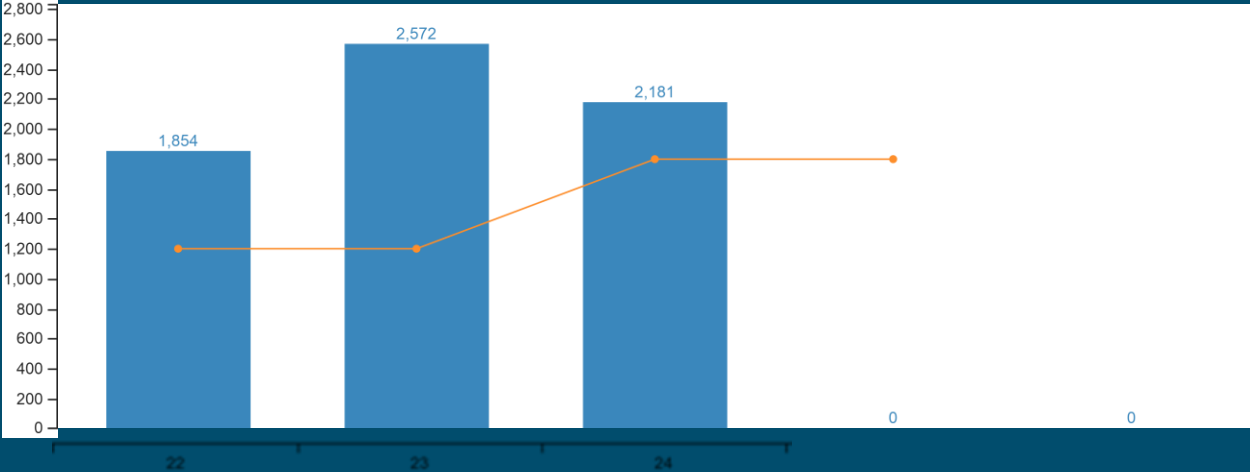
2024 Performance: 2,181 (Green - Exceeded target of 1,800)

Trend: Consistently Exceeding target.

How Are We Doing: Exceeded target goal. Strong performance.

Factors Affecting Results: Reflects growth in registered apprenticeship programs statewide. KPM doesn't capture workload to support apprentices or new programs. Incomplete picture of overall performance.

Agency is proposing deletion of this KPM as it doesn't reflect work of Division.



KPM #8 - Minority Apprenticeship Participation [ATD]

Percentage of new apprenticeship participants who are minorities.

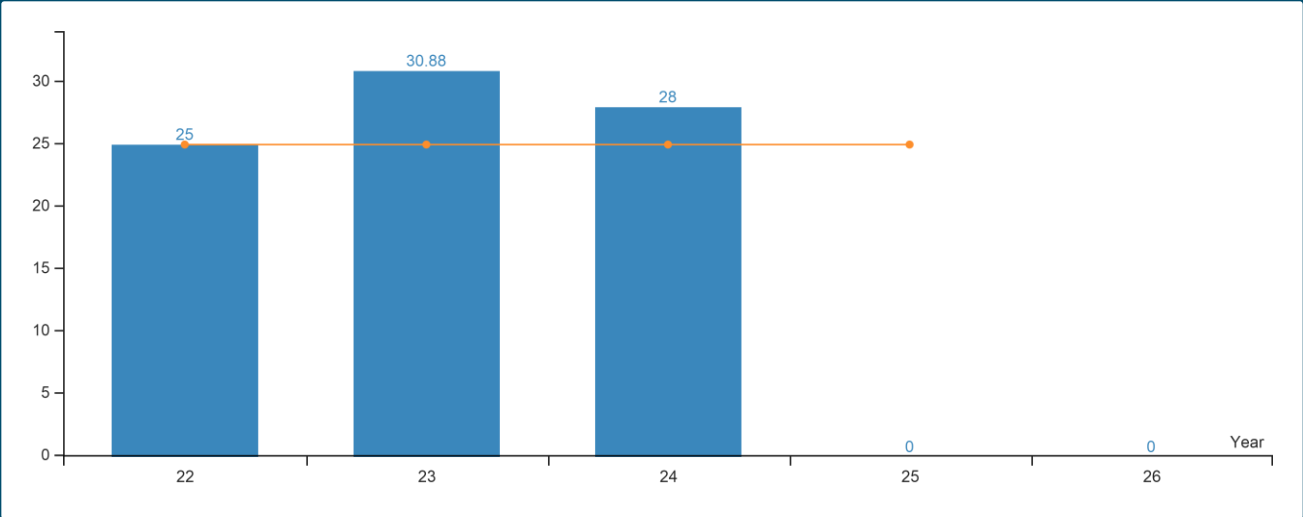
2024 Performance: 28% (Green - Met/Exceeded target of 25%)

Trend: Met or exceeded target for the fourth consecutive year.

How Are We Doing: Strong performance, exceeding target for multiple years. Effective outreach to underserved populations.

Factors Affecting Results: Effective outreach and statewide coordination. KPM limited scope - proposing new metrics focusing on underserved communities (BIPOC, women, veterans etc.).

Agency is proposing a change to this measure to reflect how many of these workers are completing their program, which is a much better metric of success.



Apprenticeship and Training Proposed KPMs

Apprentice Demographics and Completion Rates (Proposed KPM #11) NEW and Change to Current KPM #8

The Apprenticeship and Training Division tracks completion rates and new apprentice demographics to gauge how Registered Apprenticeship Programs are retaining and recruiting apprentices from diverse backgrounds. By disaggregating data by demographic groups, including female, BIPOC (Black, Indigenous, and People of Color), veterans, and other underrepresented groups, the Division can identify equity challenges and opportunities for growth, and showcase the program's contribution to workforce diversity and inclusion.

a. Overall Completion to New Registrants

Target = 55%

b. Racial and Ethnic Minority Groups Completion to New Registrants

Target = 20%

c. Underrepresented Gender Groups Completion to New Registrants

Target = 15%

d. Veteran Completion to New Registrants

Target = 15%

Request Purpose: Current KPM only tracks demographics as a whole and not by each identity and is limited to apprentices joining a program, not completing it. This metric will show a more granular picture of each demographic group, and if they are completing the program, which is the goal of registered apprenticeship.

Compliance Reviews (Proposed KPM #12) NEW

Measuring compliance review completion rate helps ensure all reviews are done and identify potential risks of non-compliance. Every program is required to have a compliance review completed every 3 years, so 33% per year ensures the Division is maintaining its compliance requirements.

Compliance review completion rate
Target = 33%

Request Purpose: Provide transparency into how well the Division is performing its core function



Apprenticeship and Training Proposed KPMs

Compliance Reviews (Proposed KPM #12) NEW

Measuring compliance review completion rate helps ensure all reviews are done and identify potential risks of non-compliance. Every program is required to have a compliance review completed every 3 years, so 33% per year ensures the Division is maintaining its compliance requirements.

Compliance review completion rate

Target = 33%

Request Purpose: Provide transparency into how well the Division is performing its core function



Questions?



Modernizing Case Management

REQUEST FOR
FUNDING NEW
CASE
MANAGEMENT
SYSTEM

Enhancing Efficiency and Service Delivery to Oregonians

Current case management systems are outdated, hindering efficiency and impacting service delivery

Modernization is crucial for fulfilling our mission of worker protection, equity, and empowerment

Project Goal: Replace legacy systems with a comprehensive, integrated case management system



Modernizing Case Management - Current State

- **Crashes & Data Loss:** Current systems are unstable, leading to frequent crashes and loss of critical case information.
- **Manual Processes:** Heavy reliance on manual data entry creates errors, delays, and inefficiencies.
- **Lack of Transparency & Tracking:** Oregonians have limited visibility into their case status, leading to frustration and increased calls to overwhelmed staff.
- **Reporting & Data Gaps:** Inability to collect and analyze key data, including demographic information, hinders our ability to ensure equitable service delivery.

These outdated systems directly hinder BOLI's ability to efficiently and effectively enforce labor laws, protect work rights, and ensure fair practices for Oregon businesses and citizens.



Modernizing Case Management - Benefits

For BOLI & State Government

Increased Efficiency & Productivity:

- Streamlined workflows & automation – *Reduce staff time spent on manual tasks by 30-40%*
- Enhanced system stability – *Reduced downtime and data loss.*

Improved Data & Reporting:

- Robust data collection & analysis – *Measure outcomes, identify trends, improve processes*
- *Reporting and analysis time reduction of up to 70-80%*
- Better compliance & audit trails.

Cost Savings & Resource Optimization:

- Reduced manual effort & administrative costs.
- Better resource allocation based on data-driven insights
- *Cost reduction of up to 40% for creating and managing new programs*

For Oregonians

Improved Customer Service:

- Faster case resolutions – *30-40% decrease in processing time projected.*
- Easier case tracking & communication

Greater Equity & Justice:

- Ability to track demographics to ensure fair service delivery.
- Targeted outreach to underserved communities.

Enhanced Public Trust:

- Increased transparency and accountability.
- More efficient and responsive agency.
- *Data integrity management time reduction of up to 20-30%*



Case Management – Plan and Timeline

Phased Implementation for Successful Transition:

BOLI will execute a carefully planned phased implementation, ensuring a smooth transition and minimizing disruption. Key phases and timelines include:

- **Procurement (RFP): July - September 2025:** Rigorous vendor selection process in accordance with state procurement guidelines.
- **First Steps with Contracted Vendor: January – March 2026:** Contract finalization and initial project setup with the selected vendor.
- **Implementation and Customization: 2026:** System configuration, customization to BOLI's specific needs, and system integration.
- **Change Management and Training: 2027:** Comprehensive organizational change management and user training programs.
- **System Live and Fully Transitioned: Q4 2027:** Go-live launch of the new CMS and full transition of operations.

State IT Governance Alignment: BOLI is committed to aligning with the state's IT strategy, adopting a cloud-first approach and agile principles. We will collaborate closely with Enterprise Information Services (EIS) throughout the project.



Case Management System – Projected Costs

Total Biennium Request (2025-2027): \$2,240,612

- Personnel Services: \$1,222,332
 - Permanent Positions (2 FTE):
 - 1.0 FTE - Information Systems Specialist 6 (Project Technical Lead & Ongoing Support)
 - 1.0 FTE - Administrative Specialist 2 (Support Staff)
 - Limited Duration Positions (3 FTE):
 - 1.0 FTE (LD) - Project Manager 2 (Implementation Lead)
 - 1.0 FTE (LD) - Information Systems Specialist 5 (Testing & QA)
 - 1.0 FTE (LD) - Operations & Policy Analyst 3 (Change Management Coordinator)
- Essential Systems Costs: \$1,018,280
 - Vendor Costs (Implementation & Ongoing)
 - Implementation Expenses
 - Initial User Licenses
 - Supplies & Services for Implementation Positions
 - Contingency & State Oversight: Potential iQSM oversight, future data migration needs, and additional training/OCM resources.

Vendor Estimates Based on Request for Information (RFI): RFI responses indicate ~\$500,000 for initial vendor implementation.

Estimated ~\$200,000 per biennium for ongoing vendor costs (licenses, maintenance).

Remaining system funds provide a crucial contingency for unforeseen needs and to ensure project success



Collection

\$3.2 million in wages & penalties left unpaid in top 10 industries



*Chart by Kaylee Tornay, InvestigateWest

- Need:
- Better technology
 - Trainers
 - Enough staff to take the additional steps required from intake through final order

40% of assessments unrecovered
(2015-2022 collections)



Reimbursement

- Only housing cases in Civil Rights allow BOLI to seek reimbursement of costs. The majority of Civil Rights cases are employment cases and BOLI cannot seek reimbursement in these cases.
- Most wage and hour cases allow BOLI to seek reimbursement of costs to be able to use existing statutes we would need:
 - Better technology
 - Trainers
 - Enough staff with the time to take the additional steps required from intake through final order



What is Registered Apprenticeship?



1. A defined structure for learning occupational skills, determined by industry partners
2. Paid, on-the-job training under the supervision of journey-level experts
3. Additional courses to learn theory and skills related to the industry

Apprentices receive a nationally recognized certified credential upon completion.

