



State of Washington
Office of Administrative Hearings

STRATEGIC PLAN

Fiscal Years 2009-2015

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The Office of Administrative Hearings (OAH) provides the public with a means to challenge a state or local government agency's action and to have that action reviewed promptly by an administrative law judge (ALJ). Hearings vary from one-hour telephone hearings with non-represented appellants to extensive in-person hearings with attorneys on both sides, which may last several weeks and be spread over several months.

Introduction



The strategic plan for the Office of Administrative Hearings (OAH) presents OAH's priorities and strategic direction for FY09 – FY15. Building on themes from previous plans, this plan sets up a framework for OAH to achieve its vision of providing every party with a fair, timely, and accessible administrative hearing.

At the onset of the strategic planning process the office's senior management reassessed OAH's business needs, and examined its processes to ensure a framework that provided the public the best hearing services. Senior management also made alignments with the Governor's priorities, and committed to the Priorities of Government (POG) category of strengthening government's ability to achieve results efficiently and effectively.

As part of the strategic planning process, OAH solicited input from agency employees, gathered input from a sample of customers, and participated in a statewide "employee climate survey." From the feedback OAH received, common strategy and initiative themes emerged that will focus the agency towards continued progress in achieving its goals. These themes include technology improvement, employee satisfaction, caseload process enhancements, customer focus, and organizational growth. In addition, OAH will use the Baldrige Criteria for performance excellence to help improve performance, and continue to engage in process improvement.

This plan communicates our priorities, future direction, and commitments. It allows OAH to use its resources wisely and stay flexible. By adhering to the strategies outlined in the plan, OAH will meet the needs of our customers and stakeholders over the next several years in an environment of increasing change.

Sincerely,

Roosevelt Currie
 Chief Administrative Law Judge

Vision

The vision of the Office of Administrative Hearings is to provide every party a fair, timely, and accessible administrative hearing.

Mission

To hold fair and independent hearings for the public and for government agencies, and to issue quality and timely decisions.

Priorities of Government (POG)

- Strengthen government's ability to achieve results efficiently and effectively.

Statutory Authority

- Chapter 34.12 RCW.

Goals

- **Quality** - Conduct high quality hearings and issue legally sound and well reasoned decisions.
- **Timeliness** - Provide prompt hearings and timely decisions.
- **Resources** – Enhance effectiveness, efficiency, diversity, and competency. .

OAH Values

- **Staff as our greatest asset** - We are committed to the personal and professional development of our staff and actively seek staff involvement and a shared sense of commitment and service at all levels.
- **Professionalism and quality of service** - We demonstrate our commitment through competency, accountability, and pride in work.
- **Respect for individuals** - We embrace the diversity of individuals and their contributions, and strive to treat all people with dignity and respect.

- **Clear, open, honest communication** - We promote communication that fosters understanding, cooperation, unity, and productivity.
- **Continuous Improvement** – We seek to earn public trust and confidence by solving problems and improving service delivery.

Our Past

The 1981 Legislature addressed two fundamental concerns with respect to a majority of the state's administrative hearings process:

1. Lack of apparent fairness caused by the adjudicator's employment by the agency responsible for the substantive decision in dispute; and
2. Growing complexity and diversity of individual agency procedural rules governing the hearing process.

The result of these concerns was the passage of Chapter 34.12 RCW, which established the Office of Administrative Hearings as a single independent agency under the direction of a chief administrative law judge appointed by the Governor and confirmed by the Senate. The primary responsibility of OAH is the impartial administration of hearings conducted for the adjudication of contested cases brought before state agencies.

What We Do

OAH provides due process for the public by conducting independent hearings for state agencies. OAH provides the public with a means to appeal an agency decision and to have that decision reviewed in a prompt manner by an Administrative Law Judge (ALJ) who issues written Findings of Fact, Conclusions of Law, and an Order based on the evidence provided at a hearing. Among the services that OAH provides are:

- Impartial ALJs with expertise in both administrative and substantive law.
- Accessible and economical hearings by telephone or in person.
- Respectful, professional, and fair treatment of the parties.
- Hearings, which are scheduled promptly and conducted efficiently.
- A fully developed record of testimony and exhibits from a hearing.
- Researched and well reasoned written decisions, which are timely and understandable.

Hearings vary from one-hour telephone hearings with non-represented appellants on unemployment insurance cases to extensive in-person hearings with attorneys on both sides regarding special education, adult family homes, or

financial institutions cases among others, which may last several weeks and be spread over several months.

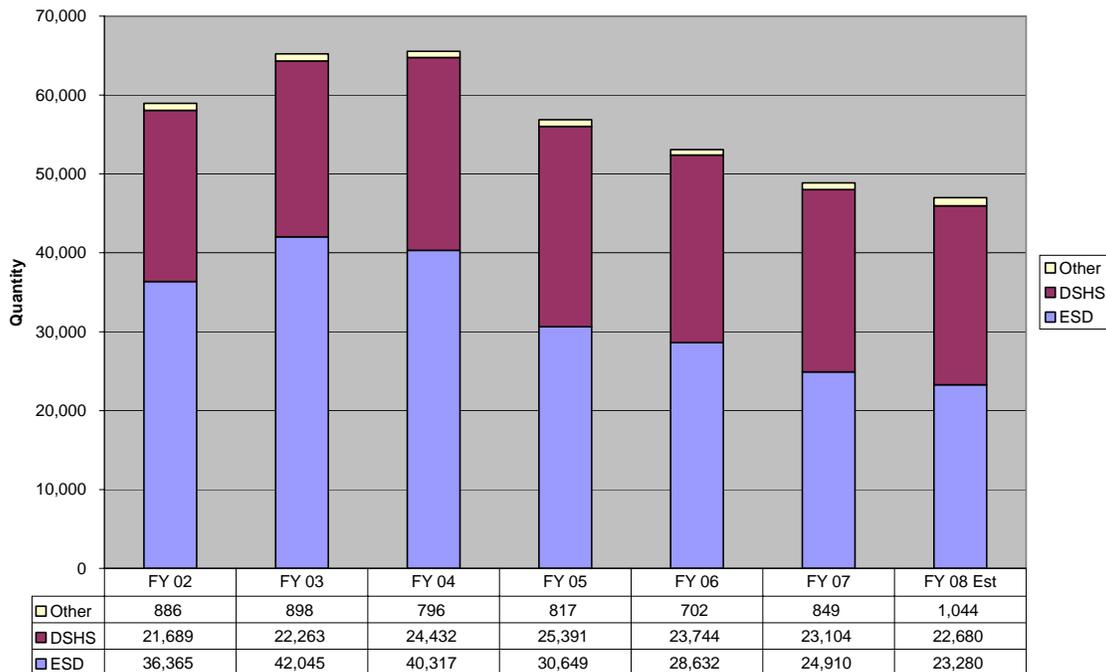
OAH conducts hearings primarily for the Employment Security Department (ESD) and the Department of Social and Health Services (DSHS). Additional agencies include the Department of Licensing (DOL), the Liquor Control Board (LCB), the Superintendent of Public Instruction (SPI), the Department of Labor and Industries (L&I), and the Department of Early Learning (DEL), along with many other city, county, and state agencies.

Performance Assessment

Caseload

The ESD caseload has continued to decline from FY03 mostly due to a lower unemployment rate and a strong economy in the state of Washington. The DSHS caseload has decreased slightly but is expected to remain at the approximate level into the future, as shown in the chart below.

OAH Appeal Intake



Overall Performance

OAH has continued to complete timely and quality hearings for its customers. Although the volume of cases has declined, the mix of complex cases has

increased over the years which impact the amount of time it takes to process cases and issue decisions.

	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08 Est
Cases closed within 90 days of appeal	81%	83%	81%	78%	77%	79%	85%
ESD caseload meeting federally defined quality standards	98%	100%	96%	98%	99%	100%	98%
DSHS and other caseload meeting quality standards	97%	99%	99%	92%	99%	99%	97%
FTE's expended	145.2	149.2	150.4	150.8	146.7	140.5	127.4

Customer Survey

OAH regularly surveys satisfaction among customers including claimants, claimant representatives, appellants, employers, employer representatives, and state agency representatives. Customers rate the agency on timeliness, communication, and quality. Based on a five point Likert scale (1=negative 5=positive), the results of the 2004 and 2006 surveys were very similar (see table below).

Caseload	2004 Survey	2006 Survey	Difference
ESD	4.13	3.98	(0.15)
DSHS	3.70	3.67	(0.03)
Other	3.76	4.29	0.53
<i>Overall Total</i>	<i>3.98</i>	<i>3.90</i>	<i>(0.08)</i>

Of those responding to the 2006 survey, over 74 percent expressed satisfaction with the hearing process - regardless of whether or not the outcome was in their favor. While the outcome of the survey was mostly positive, there was indication that the agency could do better at responding more promptly to requests for information, scheduling hearings more quickly, and writing decisions that are easy to understand. OAH will be conducting a 2008 customer satisfaction survey in the fall of 2008.

Employee Surveys

OAH employees participated in the 2007 Employee Climate survey administered by the Department of Personnel. Employees rated issue statements on a scale of 1-5. The issue statements pertained to leadership, resources to perform the job, workplace environment, recognition, and other fundamental factors that drive

employee success and satisfaction. Employees gave the agency an overall average score of 3.8.

Employees continue to respond positively to knowing how their work contributes to agency goals, knowing what is expected of them, and being treated with dignity and respect. They identified performance recognition, opportunities for learning and growth, and having the necessary tools (e.g., new telephone systems, software, computers, etc.) and resources as areas that should be improved.

Chief Questionnaires

In April 2006, Chief ALJ Roosevelt Currie requested that employees respond to a set of questions regarding the direction of the agency, priorities, communications, and morale. The employee narrative responses identified many positive aspects about the agency including a strong support for the agency's mission, flexible schedules, and satisfying work. There was general dissatisfaction with technology resources, compensation, career growth opportunities, workload demands, and training.

In addition to the questionnaire to employees, Chief ALJ Currie also sent an introduction letter with a brief set of questions to over 40 key stakeholder organizations requesting feedback on what OAH is doing well and what could be done better. Overall, the agency was rated high for its courteous, cooperative, and professional staff. There were suggestions for improvements that could be made to hearing schedules, operations, and ALJ training. In September 2007, Chief Currie sent a request for feedback regarding OAH services to agency directors who use OAH-services. The responses showed there was overall satisfaction with OAH services. Areas identified for attention include scheduling of cases and standardization of procedures.

Government Management Accountability and Performance (GMAP)

Beginning in the summer of 2005, OAH began holding monthly GMAP sessions. These sessions have given executive management and managers of each of the agency's field offices the opportunity to report management and policy challenges using performance data. The GMAP sessions have proven valuable as a means to identify and solve problems, allocate resources, and share best practices among the different offices. Over time, these sessions have become more focused on service delivery data that measures effectiveness and productivity.

The combination of quantitative and qualitative data accumulated from GMAP is helping the agency to identify gaps that exist in fully achieving its mission and goals. The ongoing follow-up during GMAP sessions combined with focused energy on the objectives and strategies identified later in this plan will help the agency close these performance gaps.

Environmental Conditions & Trends

Employment Security Department

ESD unemployment insurance appeals comprise approximately 48 percent of the OAH caseload. Due to several recent data-driven process improvements, greater efficiency now exists in the way OAH processes its unemployment insurance caseload. The commitment of OAH is to continually review, innovate, and improve current processes.

The number of unemployment hearings depends, in part, on the number of claims filed by unemployed workers, ESD's capacity to adjudicate claims, and Washington State economic conditions. OAH does not have an independent basis for caseload projection, and gives significant weight to past agency performance and ESD's projections.

OAH experienced a record volume of unemployment insurance appeals during the period of high state unemployment in 2002-2004. Because the state unemployment rate was high, extended and emergency benefits also became available during part of this time, and those benefits contributed to a higher appeal rate than in previous years. Since the drop in the unemployment rate and the end of extended and emergency benefits, ESD experienced a decline in the number of non-monetary determinations which has resulted in a decline in the number of unemployment appeals in recent years.

Recent ESD projections show a slight upward trend in Washington State unemployment claims. According to labor market analysts at ESD, unemployment claims may be rising due to an economic downturn, spurred at least in part by problems associated with the housing market. If the trend holds true, it could mean there will be a slight upward shift in unemployment appeals at OAH. Significantly, there has also been an increase in the number of unemployment tax appeals filed by tax paying employers. This is likely the result of recent statutory changes and activity by the ESD to identify employers who may not be properly paying unemployment taxes.

Department of Social and Health Services

In recent years, OAH has received between 23,000 and 25,000 appeals per year from DSHS. The majority of the appeals are for public assistance and child support.

Because of a possible national recession, the number of people losing their jobs may increase and the number of people applying for public assistance may also increase. The February 2008 economic and revenue forecast is predicted to show less revenue to be received by the state. The Washington State Caseload Forecast Council is projecting increases in caseloads for the following public assistance programs: General Assistance, Aged, Blind and People with Disabilities receiving Medicaid, Developmentally Disabled Adults, and persons receiving Home and Community Services Long Term Care under Medicaid Waiver programs. When there is an increase in the number of applications and people receiving these benefits, the number of appeals and hearings also normally increases as well.

Public Assistance hearings involve numerous different programs, such as General Assistance program, Medical Assistance, the Basic Food program and Temporary Assistance for Needy Families. An increasing caseload involves audits of physicians, dentists and pharmacies providing services to Medicaid clients. These hearings are often lengthy and complex.

Our third largest caseload from DSHS is licensing, child abuse, and vulnerable adult abuse appeals. These hearings are also lengthy and complex. This caseload has remained fairly constant and we expect this to continue.

Other Caseloads

After the Employment Security Department and Department of Social and Health Services, the two agencies with the largest number of appeals before OAH are the Department of Early Learning (DEL) and the Department of Labor and Industries (L&I). DEL assumed jurisdiction of the regulation of Child Care Licenses and Workers from DSHS in 2006. OAH has adjusted forms, orders and other administrative items in recognition of the transfer of this caseload from DSHS to DEL.

OAH is expecting a small increase in L&I appeals as a result of legislation adopted by the 2008 Legislature. OAH has experienced an increase in the number of appeals filed in the present fiscal year and expects this to continue.

Additionally, in the first seven months of this fiscal year, OAH doubled the number of Department of Financial Institutions appeals received as compared to the prior fiscal year. OAH may see a further increase in this caseload as the

result of legislation adopted by the 2008 Legislature which established fiduciary duties for mortgage brokers.

Internal Assessment

Workforce

OAH's most important resource is the knowledgeable, professional, and dedicated staff who work for the agency. As of April 2008, the agency has 166 authorized FTEs. Staffing consists of full and part-time personnel and a pool of on-call pro tem ALJs who cover peaks in the workload. During FY 2007, the turnover rate among ALJs was about 4 percent, while the turnover rate among administrative support staff was about 6 percent.

Strengths

- Retention of ALJs. There are 30 permanent ALJs with 20 or more years experience and 12 with 10 to 20 years experience.
- Diversity. Fifty-nine percent of the employees are females and 18 percent are people of color.
- Telework. Implementation of telework may improve employee morale as well as productivity.
- Good morale. Based on surveys, employees enjoy the work they provide to the citizens of Washington State.

Opportunities for Change

- Career growth for administrative and support staff. Identify creative ways to enrich and enhance employees' work.
- Compensation. Adjust salaries for ALJs to be comparable to counterparts with similar responsibilities in Washington State and other states.
- Training. Support and identify training needs for ALJs and support staff.
- Workload to FTE ratio. Allocate resources to meet workload demands.

Information Technology

OAH currently uses three separate case management systems to process different caseload types. Software used to support these three case management systems are no longer manufactured or consistent with State technology direction. A case management feasibility study is being done to combine the three separate systems into a single, unified case management system. Supporting this "new" case management system are a centralized SAN (Storage Area Network) and single DBMS (Database Management System-MS SQL Server). Also, OAH is working on delivering all of its applications and systems via "Citrix" which will provide greater employee access and mobility and reduce reliance on distributed systems and updated workstations. OAH plans to join the statewide Enterprise Active Directory and enterprise E-mail system in 2008-2009.

Strengths

- Secure remote access to systems from “anywhere”.
- Easy access and distribution of applications and systems within agency.
- Reliable core IT infrastructure (servers, storage, network infrastructure).
- Good cooperation and coordination with Department of Information Services (DIS).

Opportunities for Change

- Single, unified case management system that is compatible with OAH client agencies.
- Ongoing migration of older telephone key systems to digital telephone systems.
- Ongoing migration towards statewide established standards and technology direction.
- Greater use of collaboration software, such as MS SharePoint Server.

Business Processes

Procedural and decision making uniformity

The business process is similar in the five field offices. Each office receives a request for hearing, schedules a hearing, mails a notice of hearing, conducts a hearing, and issues a written decision. Variations in business processes and procedures exist between field offices which may impact service delivery. OAH is working on standardizing processes and procedures agency wide to increase efficiencies and better serve the public.

Telework

Telework refers to the practice of working away from the office while communicating with the office by phone, fax, and/or email. Telework will help OAH retain its valuable workforce of experienced ALJs and other exempt employees and increase productivity. The work of ALJs can be accomplished effectively from their homes, other facilities, or remote sites.

Strengths

- Innovation on improving business processes and procedures is encouraged.
- Starts to meet Commute Trip Reduction goals.
- Reduces need for office space.

Opportunities for Change

- Update, coordinate, and conform existing rules, policies, procedures, best practices, and forms.
- All rules, policies, procedures, and forms affecting procedural or substantive rights should be subject to the formal administrative rulemaking process.
- Promote uniformity through training.
- Provide information and training to OAH employees on teleworking.
- Incorporate business goals and the telework agreement into the employee's evaluation.
- Review the agency's regulations.

Facilities

OAH operates five offices located in Olympia, Seattle, Spokane, Vancouver, and Yakima along with an administrative headquarters office in Olympia. OAH also has dedicated hearing rooms in Everett and Tacoma for in-person hearings in those areas. OAH leases all of its facilities. In the past two years, OAH consolidated the two Olympia offices into a single Olympia office, and consolidated the Everett office and two Seattle offices into a single Seattle office. OAH implemented a telework policy which allows ALJs to telework from their homes or other facilities. This allows OAH to gain financial efficiencies but still keep ALJs in the local areas to conduct hearings for our customers.

Strengths

- Hearing rooms are located in each OAH facility for in person hearings.
- Offices and hearing rooms are conveniently located near the majority of OAH customers.

Opportunities for Change

- Promote flexibility to cover caseloads and efficiently uses ALJ resources.
- Promote teleworking.
- Promote best practices between caseloads.
- Provide efficient use of facilities.

Funding

OAH is a "revolving fund" agency that bills and collects revenue from client agencies for the cost of services provided. The agency is funded from the Administrative Hearings Revolving Account (fund 484). Revenue from ESD is passed through from the federal government to administer the unemployment program, and revenue from DSHS is derived from both the state's General Fund and from federal funding.

Strengths

- The Administrative Hearings Revolving Account is a dedicated fund that can only be used to fund and support all OAH expenditures.
- Client agencies pay their bills timely.

Opportunities for Change

- Client agency allocations need to be increased to keep pace with inflation, staffing deficiencies, and long-term infrastructure needs for OAH.
- The allocation methodologies used to calculate the federal funds from ESD do not supply adequate funding. A dedicated funding source is needed to supplement the federal funding to ensure the high quality services provided by OAH.

*Goal . . .***1.0 Conduct high quality hearings and issue legally sound and well reasoned decisions**

An administrative hearing is a legal proceeding to review a state or local agency decision before an impartial judge. The result of the proceeding is a written decision that contains findings of fact, conclusions of law, and an order affirming, reversing, remanding, or modifying the original agency action.

Objectives and Strategies for Success**1.1 Meet or exceed quality standards for 90 percent of hearings and decisions based on random quarterly reviews.*****Accountability Link: Deputy Chief ALJ***

- Apply U.S. Department of Labor quality standards to unemployment cases and comparable quality standards to other caseloads.
- Conduct quality reviews of ALJ hearings and decisions and provide feedback to ALJs on results of quality reviews.

1.2 Obtain at least 80 percent positive satisfaction rating from annual customer surveys.***Accountability Link: Deputy Chief ALJ***

- Evaluate past survey instruments and processes for quality and effectiveness. Design survey to incorporate new issues while also maintaining comparability between years.
- Conduct annual customer surveys by office and type of caseload and provide feedback on the results of the annual surveys.

Key Performance Measures

- Percentage of randomly selected cases meeting or exceeding agency quality standards for all hearings.
 - Target: 98 percent per quarter
- Percentage of customers who are satisfied or very satisfied with the OAH hearing process.

*Goal . . .***2.0 Provide prompt hearings and timely decisions**

After an appeal is received, a hearing is scheduled and each party is served with a Notice identifying the date, time, and place for the hearing. An ALJ is assigned to preside over the case.

During the hearing, each party has an opportunity to present: (1) witnesses and to question witnesses presented by the other party; (2) documents and challenge those presented by the other party; and (3) arguments that the law and the evidence supports his or her position. The ALJ will close the record at the end of the hearing, consider the evidence, and issue a written decision.

Objectives and Strategies for Success

- 2.1 Complete 80 percent of all cases within 90 days of filing the appeal.**
- 2.2 Complete unemployment insurance benefit cases within the 30, 45, and 90 day federal standards.**
- 2.3 Maintain an average case age of no more than 21 days for all unemployment insurance benefit cases.**
- 2.4 Schedule a prehearing conference or hearing within 30 days from the receipt of appeal for DSHS cases and 14 days for all other non-unemployment insurance caseloads.**
- 2.5 Issue decisions within 16 days of close of record for public assistance cases, 21 days for child support cases, and 60 days for all other non-unemployment insurance caseloads.**
Accountability Link: Deputy Chief ALJ
 - Reduce length of wait for appellants in scheduling to receive a hearing date by monitoring and eliminating delays.
 - Explore the viability of implementing a “track system” to expedite processing certain caseload type.
 - Continuously monitor and adjust workload between field offices and major caseloads to reflect changing work patterns.

- Enhance cross-training of support staff and ALJs to allow transfer of assignments when caseload volume fluctuates.
- Increase the number of pro tem ALJs who can be deployed during workload peaks or to cover when permanent ALJs are unavailable.

Key Performance Measures

- Percentage of all cases completed within 90 days of filing the appeal.
 - Target: 80 percent per quarter
- Average case age in days.
- Average number of days to schedule a hearing from the time an appeal is received.
- Average number of days to issue a decision from the time a case record is closed.

*Goal . . .***3.0 Enhance effectiveness, efficiency, diversity, and competency****Objectives and Strategies for Success****3.1 Equalize ALJ compensation levels*****Accountability Link: Chief ALJ***

- In partnership with the Office of Financial Management and Department of Personnel, determine a method for objectively comparing ALJ salaries among similarly qualified attorneys/judges with like duties and qualifications.
- Request funding to address inequalities in ALJ compensation levels.

3.2 Assess support staff career opportunities***Accountability Link: Human Resource Manager***

- Evaluate current support staff positions, promotion opportunities, and turnover rate. Compare position duties and job classes between offices and among other agencies.
- Develop a plan for classifying positions more consistently within the agency and for improving promotional opportunities.
- Request funding for support staff reclassification of positions.

3.3 Refresh the employee recognition program***Accountability Link: Human Resource Manager***

- Review the current recognition program, recommend changes, and provide ideas/tools to help managers better recognize employee accomplishments.
- Provide a plan for how employee recognition efforts will be emphasized on an ongoing basis.
- Complete annual Performance Development Plans and evaluations of all employees.

3.4 Increase employee training opportunities***Accountability Link: Deputy Chief ALJ/ Human Resource Manager***

- Assess current employee training program.

- Develop training strategies (substantive, procedural, general workplace, cultural and diversity) for employees.
- Cross train employees on processes in caseloads within their respective offices.
- Implement more frequent all-staff meetings and statewide ALJ or support staff training using technology when available.

3.5 Provide greater “access to justice” services

Accountability Link: Deputy Chief ALJ

- Implement the “First In Touch” (FIT) program to enhance communications between support staff and the public.
- Identify groups/individuals needing access to OAH services and determine how to remove any barriers to that access.
- Actively recruit for bilingual staff to act as interpreters/translators for caseloads.
- Recruit and retain a diverse workforce.
- Develop translated documents as appropriate (e.g., notices) for customers.
- Use language services when available, e.g., AT&T language line statewide for phone communications with non-English speaking individuals.
- Review and revise our website, brochures, notices and forms using the Governor’s Plain Talk principles to provide greater access to our services.

3.6 Enhance OAH outreach to stakeholders

Accountability Link: Chief ALJ/Deputy Chief ALJ

- Engage in more outreach to stakeholders and public. Work towards increasing the number of entities that use our services, including hearings, arbitration, and mediation services.

3.7 Boost the use of mediation

Accountability Link: Deputy Chief ALJ

- Establish systematic protocols for use of Alternative Dispute Resolution (ADR), such as OAH-provided mediation or settlement judges.
- Seek funding for ALJ ADR training.

3.8 Further integrate and improve agency quality management, accountability and performance systems among all employees

Accountability Link: Chief ALJ

- Develop and implement a continuous improvement plan aligned with the Baldrige criteria.
- Implement performance goals and expectations for employees that reflect agency objectives.
- Set goals for each office that reflect agency objectives.
- Hold regular GMAP sessions to report results and implement plans for addressing performance gaps.
- Re-apply for the Washington State Quality Award assessment.
- Apply for the National Baldrige Quality Award.

3.9 Standardize IT applications, processes and operations

Accountability Link: Information Technology Manager

- Automatically provide patches, updates, fixes through Windows update server.
- Identify agency standard applications and limit desktop access to non-standard applications and tools.
- Deliver standardized access to applications and tools via “Citrix”.
- Use, whenever possible and feasible, available Department of Information Services (DIS) enterprise solutions.
- Limit non-IT developed solutions.
- Standardize OAH telephone systems with DIS solutions.
- Follow Information Services Board (ISB) established technology direction.

3.10 Establish technology partnerships with OAH client agencies

Accountability Link: Information Technology Manager

- Coordinate efficient data exchange to and from OAH and agencies.
- Meet regularly with client agency business managers and IT representatives.
- Meet regularly with client agency business managers and IT representatives.
- Use, whenever possible and feasible, available DIS enterprise solutions.
- Follow ISB-established technology direction.

3.11 Establish centralized case management system***Accountability Link: Information Technology Manager***

- Coordinate system development and use with OAH client agencies.
- Meet regularly with client agency business managers and IT representatives.
- Reliably deliver case management system via “Citrix”.
- Limit non-IT developed solutions.
- Use, whenever possible and feasible, available DIS enterprise solutions.
- Follow ISB-established technology direction.
- Request funding for a new case management system and implementation costs based on the feasibility study.

3.12 Reduce the dependency for staff on OAH facilities to conduct business***Accountability Link: Information Technology Manager***

- Reliably distribute applications and data via “Citrix”.
- Use, whenever possible and feasible available DIS enterprise solutions.
- Follow ISB-established technology direction.

3.13 Implement technology solutions that increase the timeliness and quality of decisions***Accountability Link: Information Technology Manager***

- Centralized storage of data.
- Use standardized collaboration software such as “MS Sharepoint” for sharing data, documents, and other information.
- Reliably distribute applications and data via “Citrix”.
- Comprehensive and visionary IT portfolio that identifies technology opportunities that reliably meets business objectives.
- Communication and coordination with OAH business units.

3.14 Implement cost savings agency wide***Accountability Link: Deputy Chief ALJ/Financial Manager***

- Analyze leases on all facilities for possible cost savings.
- Reduce interpreter costs in all offices by standardizing rates.
- Streamline agency processes to become efficient and effective.

3.15 Obtain a stable and adequate funding source for continuation of our services

Accountability Link: Deputy Chief ALJ/Financial Manager

- Work with agencies that use our services to develop funding solutions.
- Work with Office of Financial Management (OFM) and the Legislature for funding solutions.

Key Performance Measures

- ALJ Salary ranking compared to comparable positions.
- Percentage of employees with a current performance development plan.
- Employee turnover rate.