



Office of  
Financial Management  
STATE OF WASHINGTON

# Activity Inventory Performance Measure Assessment

## Employment Security Department

November 24, 2008

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Based on a review of the following: The agency strategic plan, the budget activity inventory, internal performance measure reports, and an interview with the agency contacts

# Current Strengths and Good Practices

- All the budget activities are associated with at least one performance measure.
- Most of the titles of the measures are easy to understand.

# Budget Activity and Performance Measure Comments and Potential Improvements

- The agency is currently submitting data for 9 different performance measures related to the budget activity for the One-stop WorkSource system and 7 different measures relating to Unemployment Insurance benefits. Too many measures tend to dilute the intended performance message. If these budget activities truly merit more than one measure of the intended outcomes, the agency would be better served to only submit multiple measures that are related to each other through a theory of causation logic model, or offer different perspectives of performance that are interesting to an audience of financial stakeholders (e.g. Outcomes, efficiency, and workload measures).
- The agency has a number of measures relating to call center operations that have little or no actual data in the performance measure tracking system (PMT). These measures should either be populated with data or eliminated.
  - 3001 - Call center system availability
  - 3002 - Number of call center eligibility decisions per hour
  - 3003 - Unemployment eligibility determination accuracy rate
- The titles for these same call center measures are too wordy. Explanations about why a measure is important should be eliminated or moved to the unpublished footnotes in PMT.
- The agency submits data for similar measures to the Government Management Accountability and Performance (GMAP) team and to OFM. The actual reported values of these similar measures are different, which usually indicates that the operational definitions and calculation formulas are not standardized. The agency should take this opportunity to improve the reliability of these measures by standardizing the operational definitions.

# Budget Activity and Performance Measure Comments and Potential Improvements (cont.)

- The performance measure topics relating to the budget activities for Administrative Overhead, Labor Market and Economic Analysis, and the Washington Service Corps are currently not very relevant to a budget/policy development audience. The agency should eliminate these current measures and either replace them with more appropriate measures, or if appropriate, link these budget activities to a more relevant existing measure.
- At the time of this assessment, most measures were missing at least 3 quarters of actual data and all the performance targets for 2007-09. Either the data has a significant lag, or the agency needs to pay closer attention to reporting data to OFM in a timely manner.
- The measures 1190 and 1193 (Slides 11 & 13) both report the median days to fill a job opening and appear to be redundant.

# Analysis of Current Activity Measure Data

- There are a number of performance measures that exhibit stable and predictable data patterns, but are not capable of hitting their targets regularly. Either the agency needs to commit resources to improve the performance of the underlying systems, or it should justify a decrease in targeted performance levels:
  - Slide 11 - The median cycle time to fill a job order
  - Slide 14 - The number of staff screened job openings filled
  - Slide 26 - The percent of employer accounts established on time
- The following measures do not have enough data for any analysis of the variation patterns, but the actual data reported does not appear to be capable of meeting targeted performance levels:
  - Slide 15 - The number of WorkSource customers getting a job
  - Slide 16 - The percent of WorkSource job seekers entering employment
  - Slide 17 - The number of job openings filled for employers by WorkSource
- The measure for 1<sup>st</sup> payment timeliness of Unemployment Insurance benefits (Slide 23) demonstrates an abnormal variation pattern that usually indicates something changed in the underlying system. Actual performance has steadily declined after this abnormal spike. The agency should investigate the cause of this change and monitor subsequent performance carefully.
- The call center measures that lacked data in PMT at the time of this assessment did not receive a detailed critique.

# Agency Comments and Future Actions

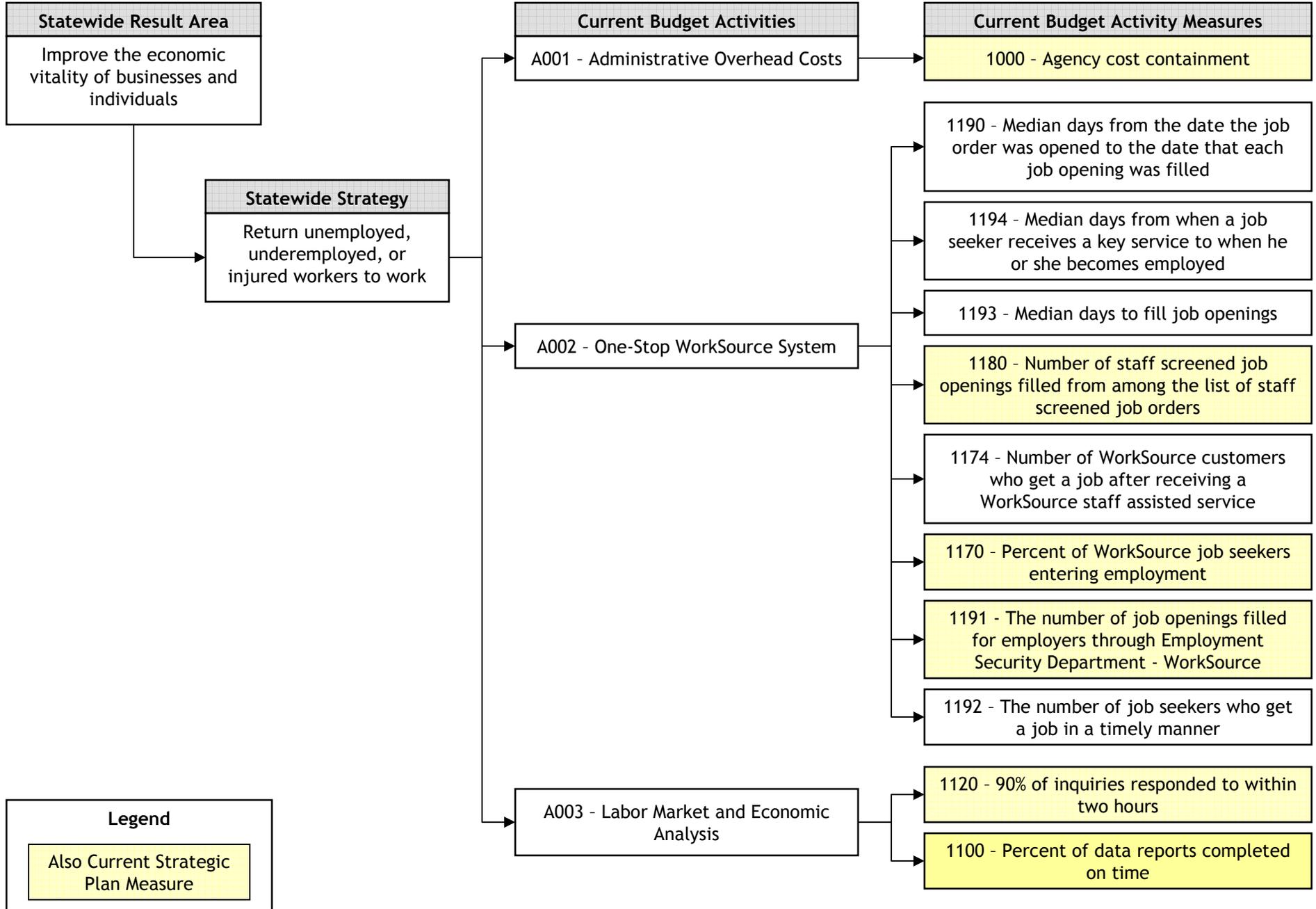
- ESD has reviewed the comments provided in OFM's performance measures assessment. We agree with the assessment's conclusions that ESD's existing performance measures need to be reduced and re-focused.
- In light of the assessment, ESD undertook an overall review of the OFM performance measures listed in the 2007-2009 Activity Inventory and compared these measures with:
  - The Governor's GMAP performance measures
  - ESD's 2008-2013 Strategic Plan
  - ESD's internal GMAP reports
  - Federal reporting requirements
- ESD's goals in this review were to:
  - align performance measures among the different entities to which the agency reports
  - eliminate redundant measures that have accumulated in the OFM PMTS system
  - delete measures for which reliable data is not available
  - delete measures that are no longer relevant

# Agency Comments and Future Actions (cont.)

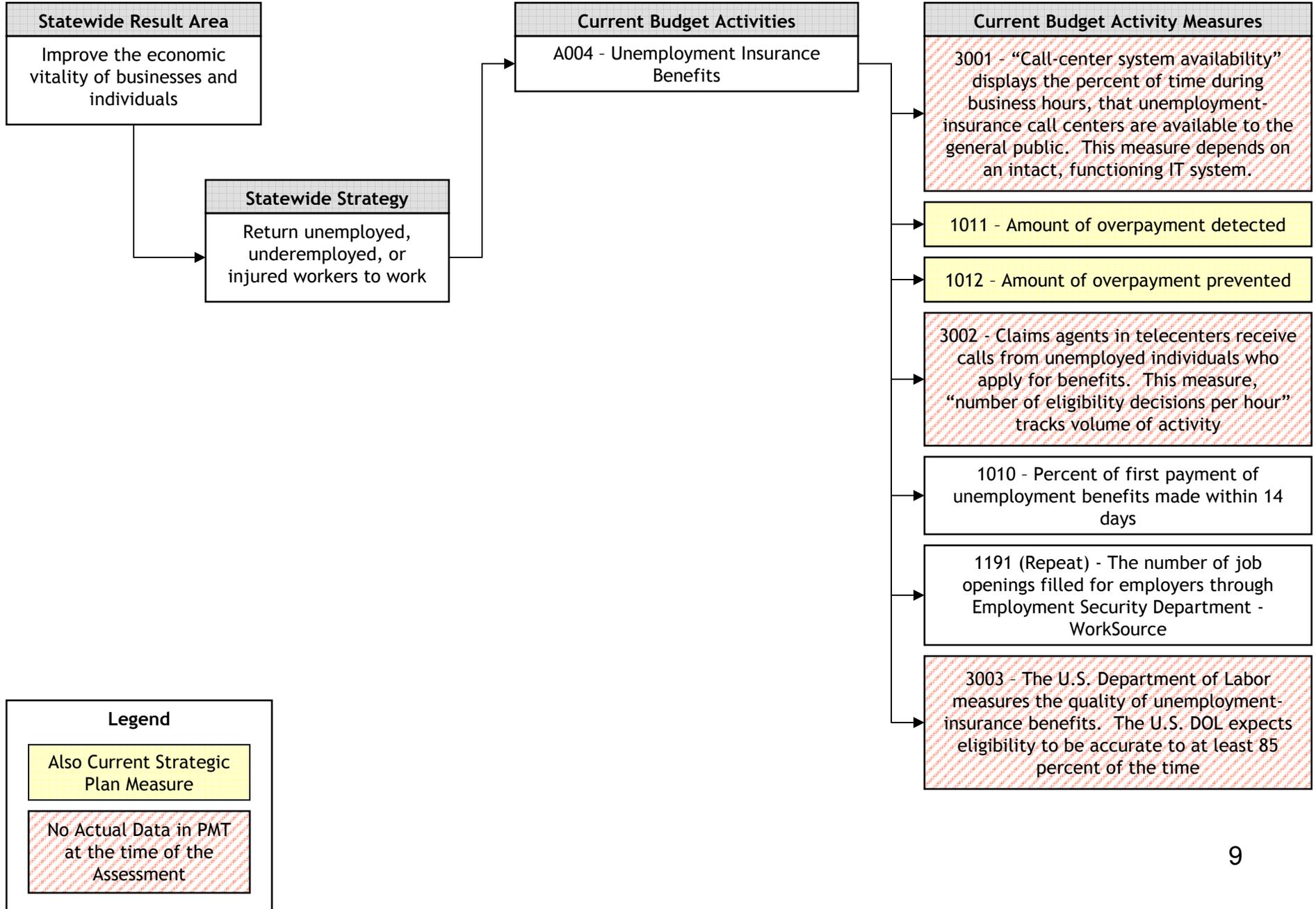
ESD recommends the following actions on the PMTS measures as below:

- **Administration**
  - 1000 Agency cost containment- Retain
- **WorkSource**
  - 1170 Percent of WorkSource job seekers entering employment
    - Retain and revise description to link with the Governor’s GMAP performance measure:
    - “Percentage of job seekers who get a job within three months of the quarter when they receive service.”
  - 1192 The number of job seekers who get a job in a timely manner
    - Retain and revise description to match Governor’s GMAP performance measure:
    - “Number of job seekers who get a job within three months of the quarter when they receive service.”
- **Labor Market and Economic Analysis**
  - 1120 90% of inquires responded to within two hours- Retain
- **Unemployment Insurance Benefits**
  - 1011 Amount of overpayment detected- Retain
  - 1012 Amount of overpayment prevented- Retain
  - 1010 Percent of first payment of unemployment benefits made within 14 days- Retain
  - 3003 US DOL quality standard 85 percent benefit eligibility accuracy- Retain
- **Unemployment Insurance Tax**
  - 1036 Number of new employees discovered through tax audits- Retain
  - 1035 Total unpaid taxes detected and charged to employers by ESD investigations unit- Retain
- **Washington Service Corps**
  - 1310 Number of community volunteers recruited (Not currently reported to OFM, but available.) - Add
  - 1330 Percent of volunteers recruited compared to target- Retain

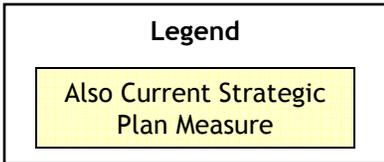
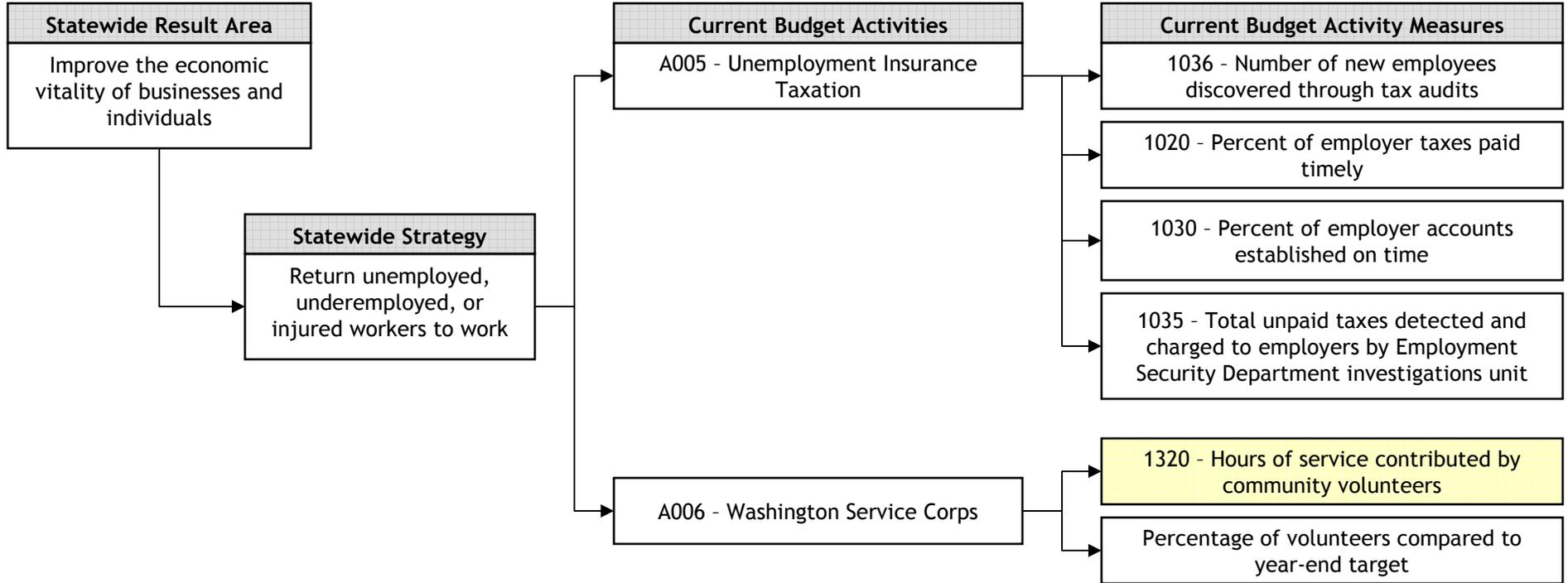
# Budget Activity & Performance Measure Linkages



# Budget Activity & Performance Measure Linkages

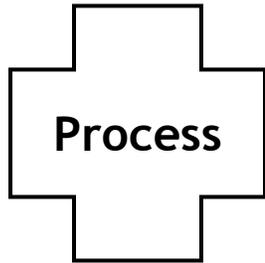


# Budget Activity & Performance Measure Linkages



# Budget Activity Measure Perspectives

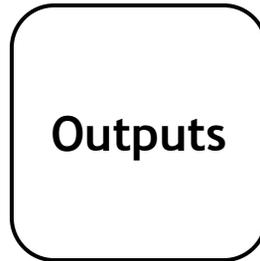
## 5 Process characteristics the customers/stakeholders want



## 6 Process characteristics the agency wants

- 1190 - Median days from the date the job order was opened to the date that each job opening was filled (5)
- 1194 - Median days from when a job seeker receives a key service to when he or she becomes employed (5)
- 1193 - Median days to fill job openings (5)
- 1120 - 90% of inquiries responded to within two hours (5)
- 1100 - Percent of data reports completed on time (5)
- 3001 - Call-center system availability (5)
- 3002 - Number of eligibility decisions per hour (6)
- 1010 - Percent of first payment of unemployment benefits made within 14 days (5)
- 3003 - Unemployment Insurance eligibility accuracy (6)

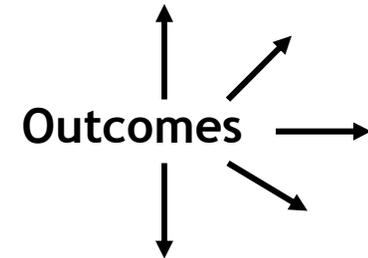
## 3 Product/service attributes customers/stakeholders want



## 4 Product/service attributes the agency wants

- 1011 - Amount of overpayment detected (4)
- 1036 - Number of new employees discovered through tax audits (4)
- 1035 - Total unpaid taxes detected and charged to employers by Employment Security Department investigations unit (4)
- 1320 - Hours of service contributed by community volunteers (4)
- 1030 - Percent of employer accounts established on time (5)
- 1330 - Percentage of volunteers compared to year-end target (6)

## 1 Customer/stakeholder desired outcomes



## 2 Agency desired outcomes

- 1000 - Agency cost containment (2)
- 1180 - Number of staff screened job openings filled from among the list of staff screened job orders (2)
- 1174 - Number of WorkSource customers who get a job after receiving a WorkSource staff assisted service (1)
- 1170 - Percent of WorkSource job seekers entering employment (1)
- 1191 - The number of job openings filled for employers through Employment Security Department - WorkSource (1)
- 1192 - The number of job seekers who get a job in a timely manner (1)
- 1012 - Amount of overpayment prevented (2)
- 1020 - Percent of employer taxes paid timely (2)

# Activity Measure Critique - Cost Containment

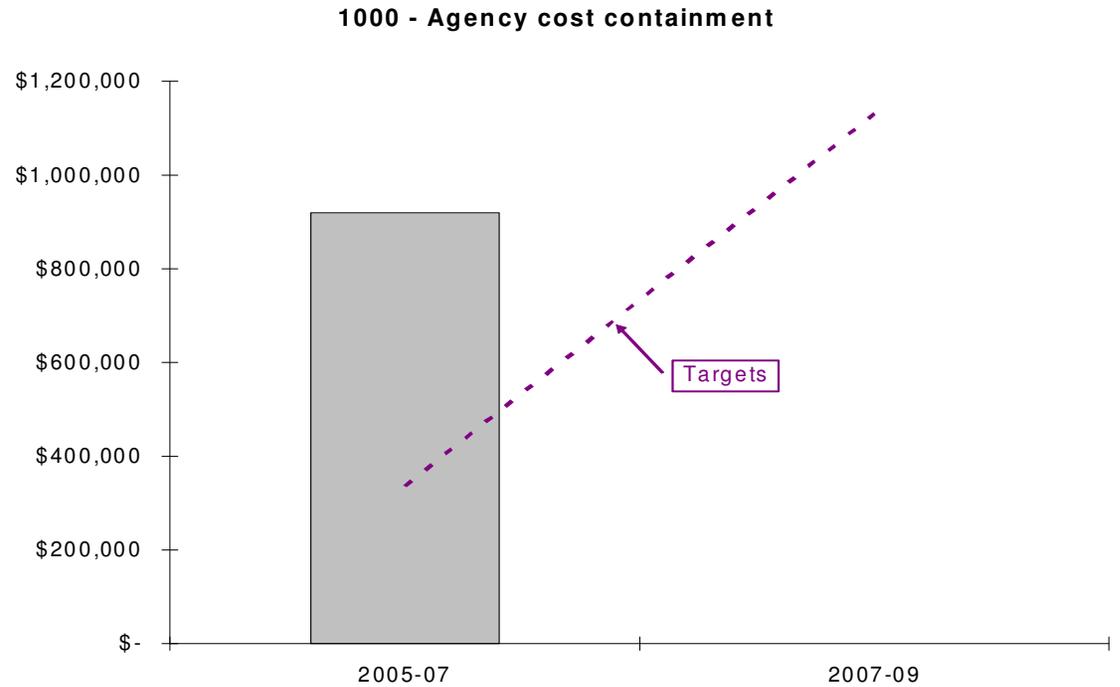
**Performance Measure Description:** Agency did not provide details about what types of costs are counted

**Budget Activity Links:** A001 - Administrative Overhead Costs

**Category of Measure:** A Financial Outcome

**Analysis of Variation:** Not enough data for any analysis. The lack of data and the infrequent reporting cycle limit the usefulness of this data.

**Analysis of Targeted vs. Actual Performance:** Actual performance exceeded the target in the one biennium reported. However, this is just an observation based on a single data point and two target points, not an evaluation of performance, which would require more data.



## Comments About Desirable Characteristics

**Relevance:** Poor - This measure is a mystery box that measures unexplained savings from undefined programs.

**Understandability:** Poor - Additional information is needed in the footnotes to explain what is meant by the word contained, and which programs are counted.

**Comparability:** Poor - It is doubtful that the definitions of what and how it is being counted would match with other agencies or organizations.

**Timeliness:** Poor - A single data point at some point in time after the close of a biennium is not timely.

**Reliability:** Poor - Depends greatly on a standardized operational definition of what and how it is counted that can be used once every other year.

**Cost Effectiveness:** It is unknown how much goes into this calculation, but it might be a very complex calculation. At least it is also reported as a part of the agency's strategic plan measures.

## General Comments & Explanations:

# Activity Measure Critique - Job Order Timeliness

**Performance Measure Description:** A job order results from an employer listing a position with WorkSource or the on-line system.

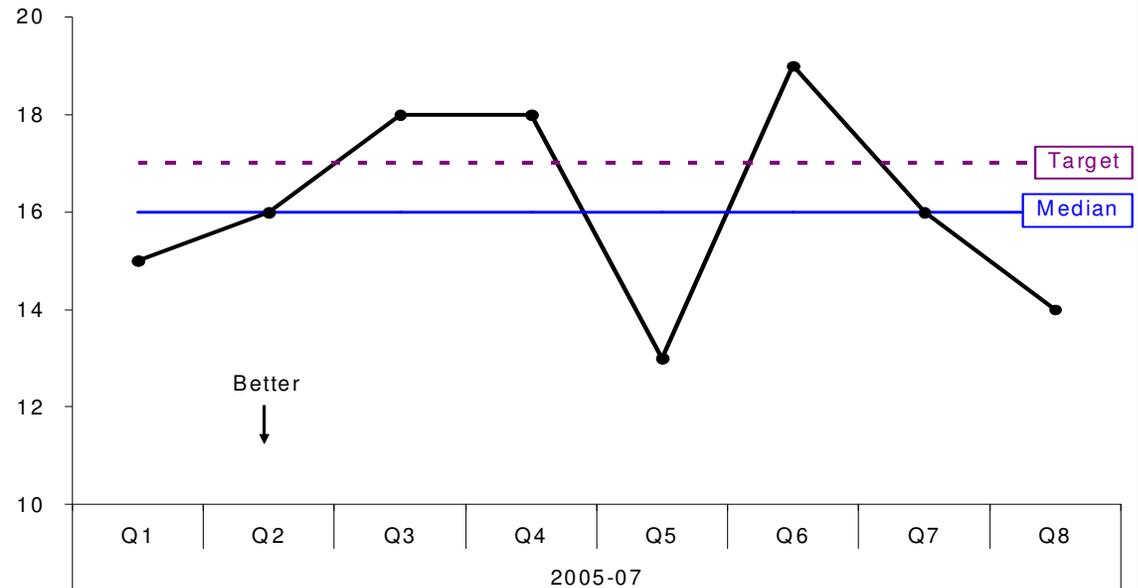
**Budget Activity Links:** A002 - One-Stop WorkSource System

**Category of Measure:** Timeliness is a process-level measure.

**Analysis of Variation:** The variation patterns are stable and predictable. Future results should be very similar to current performance levels.

**Analysis of Targeted vs. Actual Performance:** The target threshold was exceeded roughly 33% of the time. The current targets appear to be somewhat obsolete since they are on the “wrong” side of the baseline (Median).\*

1190 - Median days from the date the job order was opened to the date that each job opening was filled



## Comments About Desirable Characteristics

**Relevance:** Good - Reducing the amount of time it takes to fill job openings is important, even if the agency does not control all the variables that influence this measure.

**Timeliness:** Quarterly data is good. However, at the time of this assessment 3 quarters of actual data and all the targets for the 2007-09 should have been entered into the system, and they are not there.

**Understandability:** The term “Job Order” is agency jargon and should be defined in the footnotes.

**Reliability:** Depends on a universal definition of the terms, “Opened” and “Filled”.

**Comparability:** Unknown

**Cost Effectiveness:** Should be good since the data comes from the agency’s automated collection and reporting systems.

## General Comments & Explanations:

# Activity Measure Critique - Job Seeker Employment Cycle Time

**Performance Measure Description:** Key services include resume preparation, interview coaching, qualification evaluations, etc.

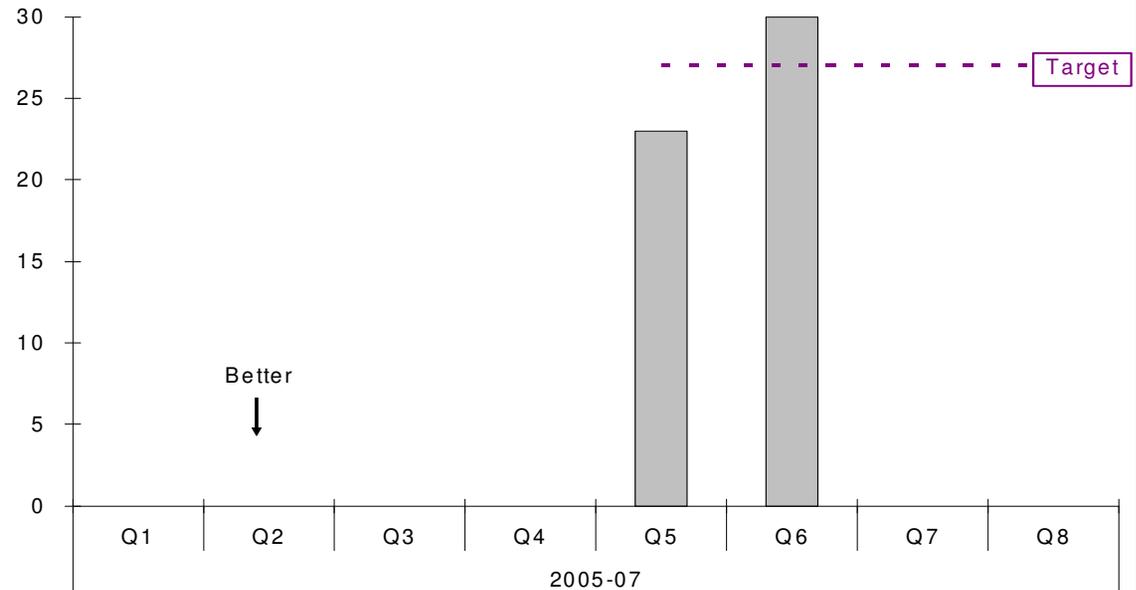
**Budget Activity Links:** A002 - One-Stop WorkSource System

**Category of Measure:** Timeliness is a process-level measure

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** Actual data in one quarter was below the 27 day threshold and above it in the other quarter. This is just an observation based on two data points and a target, not an evaluation of performance, which would require more data.

**1194 - Median days from when a job seeker received a key service to when he or she becomes employed**



## Comments About Desirable Characteristics

**Relevance:** Good - Reducing the amount of time it takes a job seeker to find employment is important, even if the agency does not control all the variables that influence this data.

**Timeliness:** There is a six month lag in this data. That still leaves two quarters of data for 2005-07 and one for 2007-09 that should be present in the system at the time of this evaluation.

**Understandability:** The term, "Key Service" is agency jargon and should be defined in the footnotes along with a definition for the term, "Employed".

**Reliability:** Depends on a universal definition of the terms, "Key Services" and "Becomes Employed".

**Comparability:** Unknown

**Cost Effectiveness:** Should be good since the data comes from the agency's automated collection and reporting systems.

## General Comments & Explanations:

# Activity Measure Critique - Job Opening Fill Cycle Time

**Performance Measure Description:** No additional explanation is needed, but this is the same as the measure on slide 11.

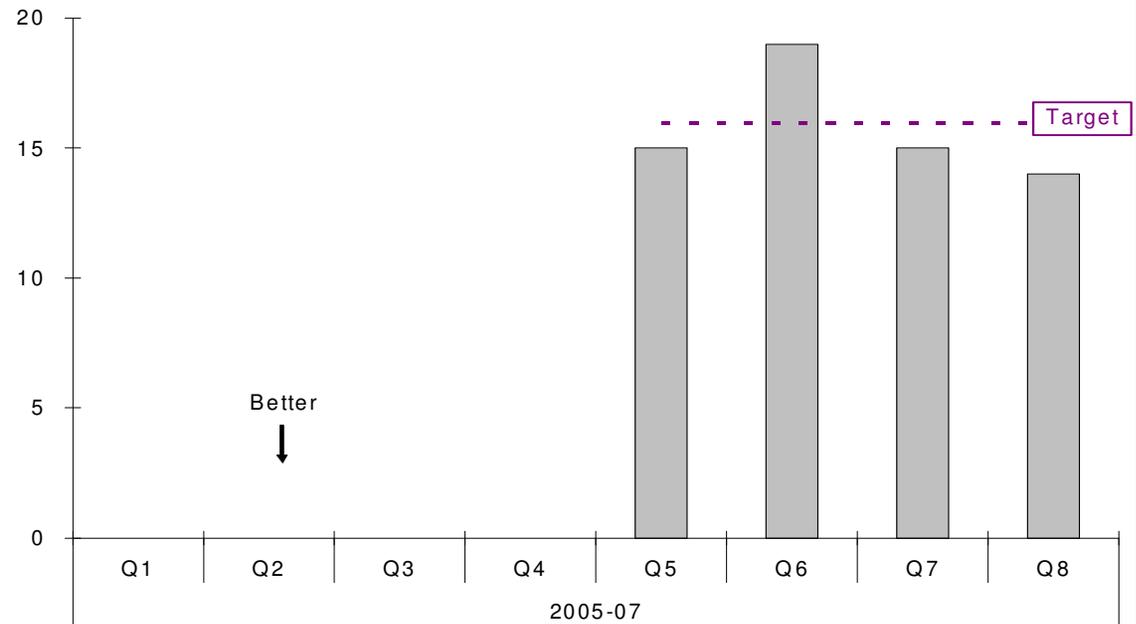
**Budget Activity Links:** A002 - One-Stop WorkSource System

**Category of Measure:** Timeliness is a process-level measure

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** Three of the four reported quarters were below the 16 day threshold.

1193 - Median days to fill job openings



## Comments About Desirable Characteristics

**Relevance:** Good, as stated on slide 11, but the reasoning for measuring and reporting the same thing twice is not clear.

**Understandability:** Good - The lengthy explanation of the calculations is in the footnotes.

**Comparability:** Unknown

**Timeliness:** At the time of this assessment 3 quarters of actual data and all the targets for the 2007-09 should have been entered into the system, and they are not there.

**Reliability:** There is a problem since the actual data and the targets do not agree with the identical measure on slide 11.

**Cost Effectiveness:** Should be good since the data comes from the agency's automated collection and reporting systems.

## General Comments & Explanations:

# Activity Measure Critique - Number of Job Openings Filled

**Performance Measure Description:** Employers can also list jobs over the internet directly into the WorkSource computers. Job seekers do not need a referral from staff for many of these jobs.

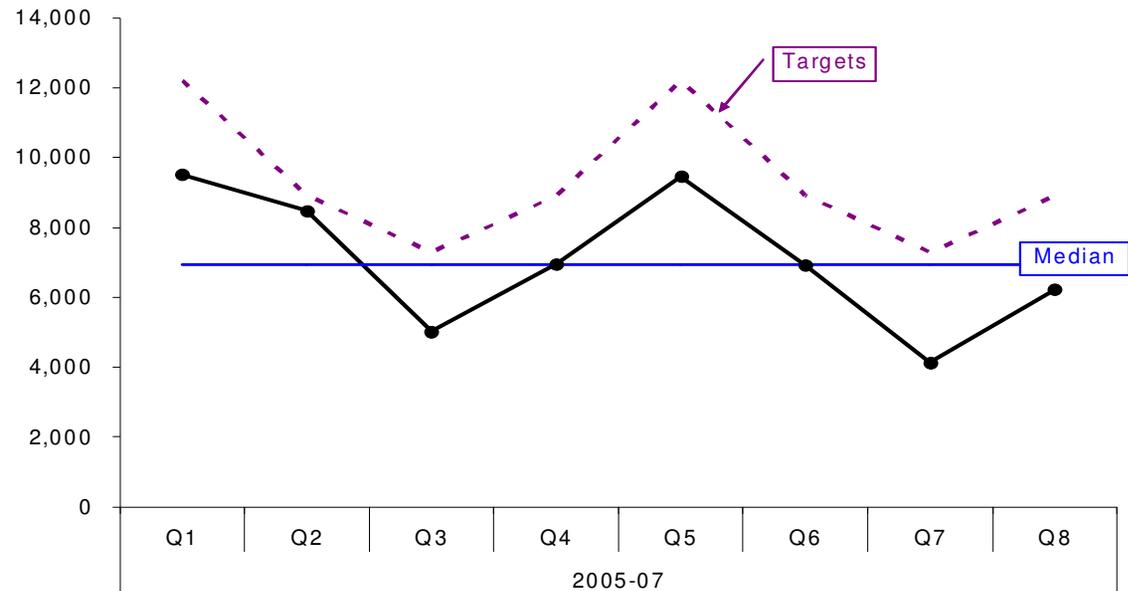
**Budget Activity Links:** A002 - One-Stop WorkSource System

**Category of Measure:** An immediate outcome

**Analysis of Variation:** The variation patterns appear to be stable and predictable. Future results should be very similar to current performance levels.\*

**Analysis of Targeted vs. Actual Performance:** Actual performance has never met targeted levels, but the targets do mirror the variation pattern in the actual data.

1180 - Number of staff screened job openings filled from among the list of staff screened job orders



## Comments About Desirable Characteristics

**Relevance:** This is more a measure of the effectiveness and value added by the WorkSource staff than a measure of results achieved.

**Understandability:** The wording is O.K., but why it is important to distinguish between job openings that are screened by the staff vs. the others is not clear.

**Comparability:** Unknown

**Timeliness:** At the time of this assessment 3 quarters of actual data and all the targets for the 2007-09 should have been entered into the system.

**Reliability:** Depends on a universal application of the term "Staff Screened".

**Cost Effectiveness:** Should be good since the data comes from the agency's automated collection and reporting systems.

## General Comments & Explanations:

# Activity Measure Critique - Number of WorkSource Customers Finding Work

**Performance Measure Description:** No additional explanation needed.

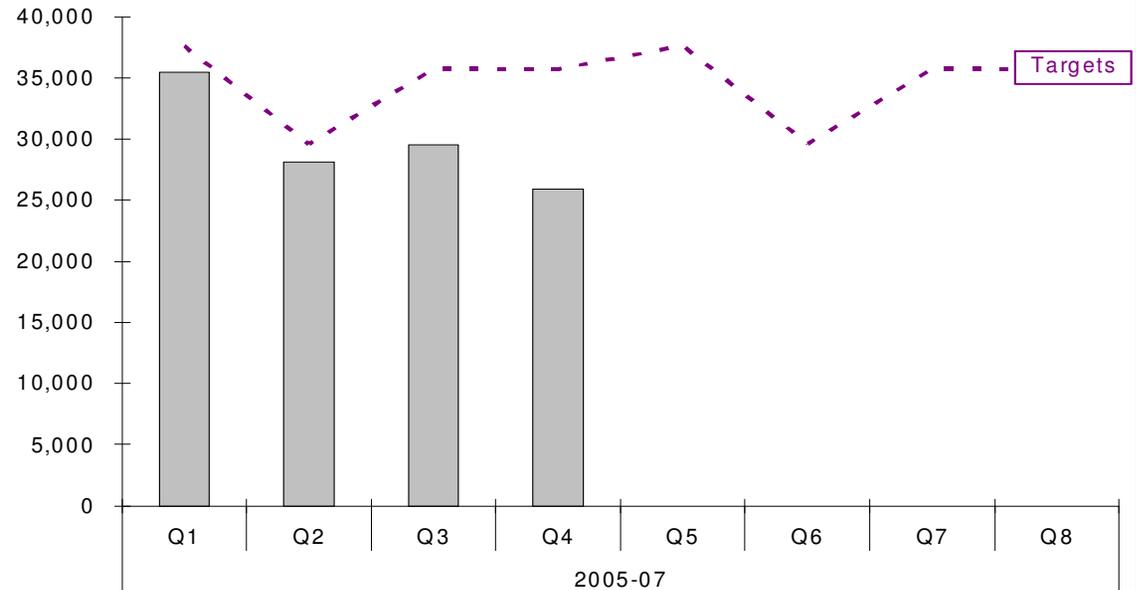
**Budget Activity Links:** A002 - One-Stop WorkSource System

**Category of Measure:** An immediate outcome

**Analysis of Variation:** Not enough data for any analysis, but the four quarters reported show decreasing numbers which is an undesirable direction for the data.

**Analysis of Targeted vs. Actual Performance:** Actual performance is not capable of hitting the stated performance targets and appears to be decreasing instead of increasing.

1174 - Number of WorkSource customers who get a job after receiving a WorkSource staff assisted service



## Comments About Desirable Characteristics

**Relevance:** Getting a job is important. Keeping track of whether it happened after receiving a service is a perspective that is more important to the agency than the customer.

**Understandability:** The significance of staff-assisted vs. any other options should be explained in the footnotes.

**Comparability:** Unknown

**Timeliness:** At the time of this assessment, seven quarters of actual data and all the performance targets for 2007-09 were not entered into PMT.

**Reliability:** Depends on the universal definition of the terms, "Get a job" and "Receiving a staff assisted service."

**Cost Effectiveness:** Requires a data match with agencies that collect data for business taxes and those that provide economic supports.

## General Comments & Explanations:

# Activity Measure Critique - WorkSource Job Seekers Entering Employment

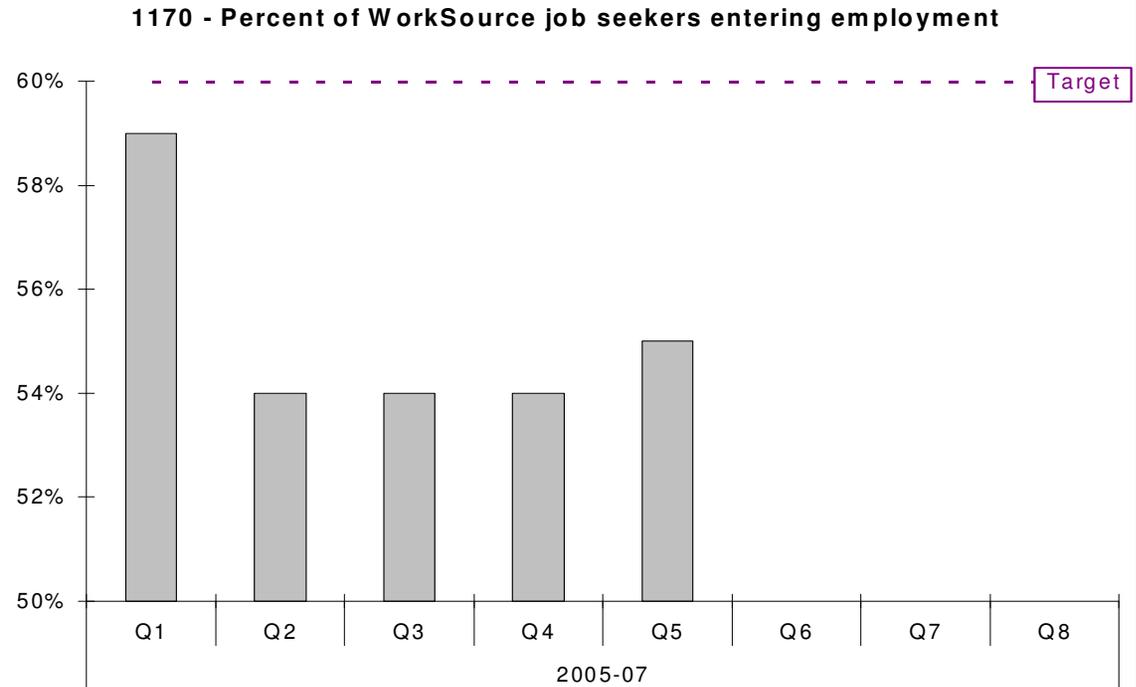
**Performance Measure Description:** The percent of job seekers who received a service and got a job within 90 days.

**Budget Activity Links:** A002 - One-Stop WorkSource System

**Category of Measure:** An immediate outcome.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** Actual data does not appear to be capable of achieving the 60% target.



## Comments About Desirable Characteristics

**Relevance:** Good, but that means that 40-45% of WorkSource job seekers are not entering employment.

**Timeliness:** At the time of this assessment, six quarters of actual data and all the performance targets for 2007-09 were not entered into PMT.

**Understandability:** "Entered Employment" is an agency-specific term that is defined in the footnotes.

**Reliability:** Good

**Comparability:** Unknown

**Cost Effectiveness:** Requires a data match with agencies that collect data for business taxes and those that provide economic supports.

## General Comments & Explanations:

# Activity Measure Critique - Job Openings Filled

**Performance Measure Description:** The footnotes explain this represents about 33 percent of the job openings received by WorkSource.

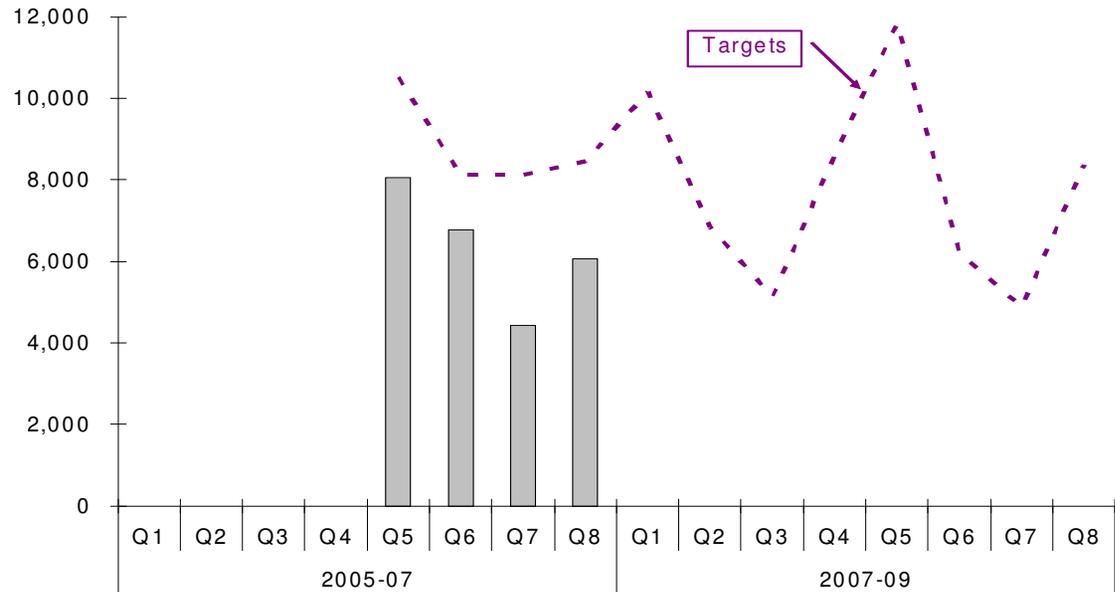
**Budget Activity Links:** A002 - One-Stop WorkSource System, A004 - Unemployment Insurance Benefits

**Category of Measure:** An outcome

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** Actual performance does not appear to be capable of achieving the listed targets.

1191 - The number of job openings filled for employers through Employment Security Department - WorkSource



## Comments About Desirable Characteristics

**Relevance:** It would be more relevant to track the percent of job openings filled for employers that used WorkSource.

**Timeliness:** At the time of this assessment, three quarters of actual data in 2007-09 were not entered into PMT.

**Understandability:** The targets look like estimates and would benefit from simplification.

**Reliability:** Good

**Comparability:** Unknown

**Cost Effectiveness:** Requires a data match with agencies that collect data for business taxes and those that provide economic supports.

## General Comments & Explanations:

# Activity Measure Critique - Timely Employment for Job Seekers

**Performance Measure Description:** Timely is defined as going to work within one quarter (3 months) of receiving their 1<sup>st</sup> services.

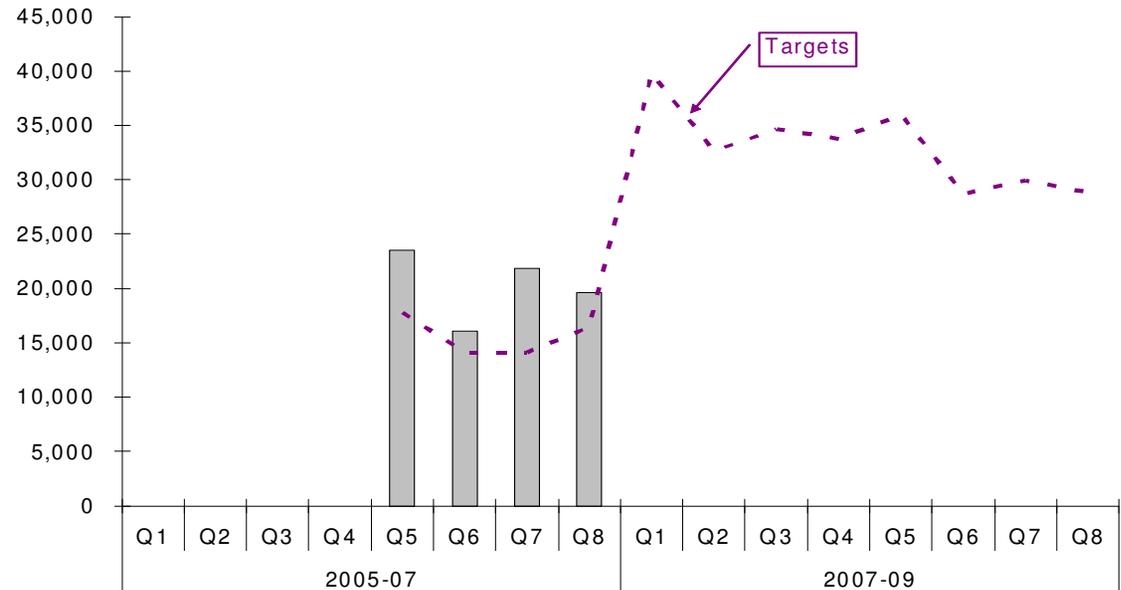
**Budget Activity Links:** A002 - One-Stop WorkSource System

**Category of Measure:** An outcome

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** In the four quarters reported, actual numbers exceeded the targets. The targets jump from @15,000 to @30,000 in 2007-09.\*

1192 - The number of job seekers who get a job in a timely manner



## Comments About Desirable Characteristics

**Relevance:** Good, but the lack of data keeps it from telling a compelling story.

**Timeliness:** At the time of this assessment, three quarters of actual data in 2007-09 were not entered into PMT.

**Understandability:** The language is clear, but what will be done differently to double current performance levels is not.

**Reliability:** All the operational definitions for “Getting a Job” and “Timely” appear to be in place.

**Comparability:** Unknown

**Cost Effectiveness:** Requires a data match with agencies that collect data for business taxes and those that provide economic supports.

## General Comments & Explanations:

# Activity Measure Critique - Information Inquiry Timeliness

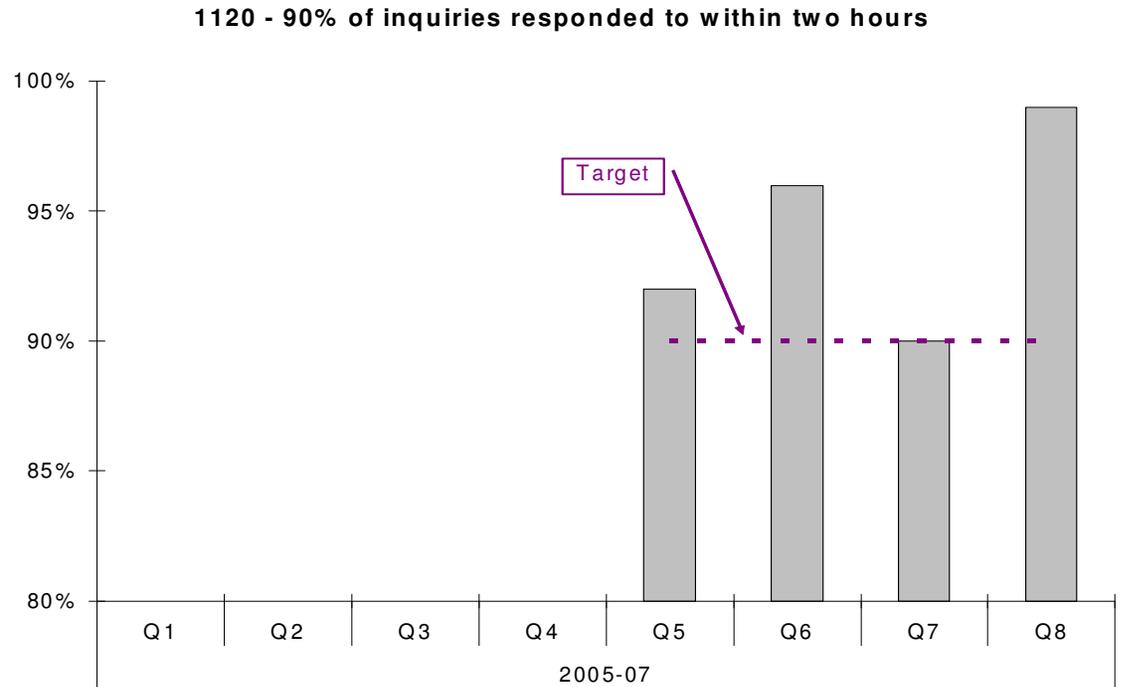
**Performance Measure Description:** The timeliness of responses to requests for information from a research division.

**Budget Activity Links:** A003 - Labor Market and Economic Analysis

**Category of Measure:** Timeliness is a process-level perspective.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** The 90% target was met or exceeded in every one of the four quarters reported.



## Comments About Desirable Characteristics

**Relevance:** This is good information for internal management reviews, but not very relevant for a policy/budget development audience interested in results.

**Understandability:** The title is too cryptic and needs just a few additional words to explain what is being measured.

**Comparability:** Since the relevance of this measure is low, the need to make comparisons is also low.

**Timeliness:** At the time of this assessment, three quarters of actual data in 2007-09 were not entered into PMT.

**Reliability:** Good

**Cost Effectiveness:** Good

## General Comments & Explanations:

# Activity Measure Critique - Report Timeliness

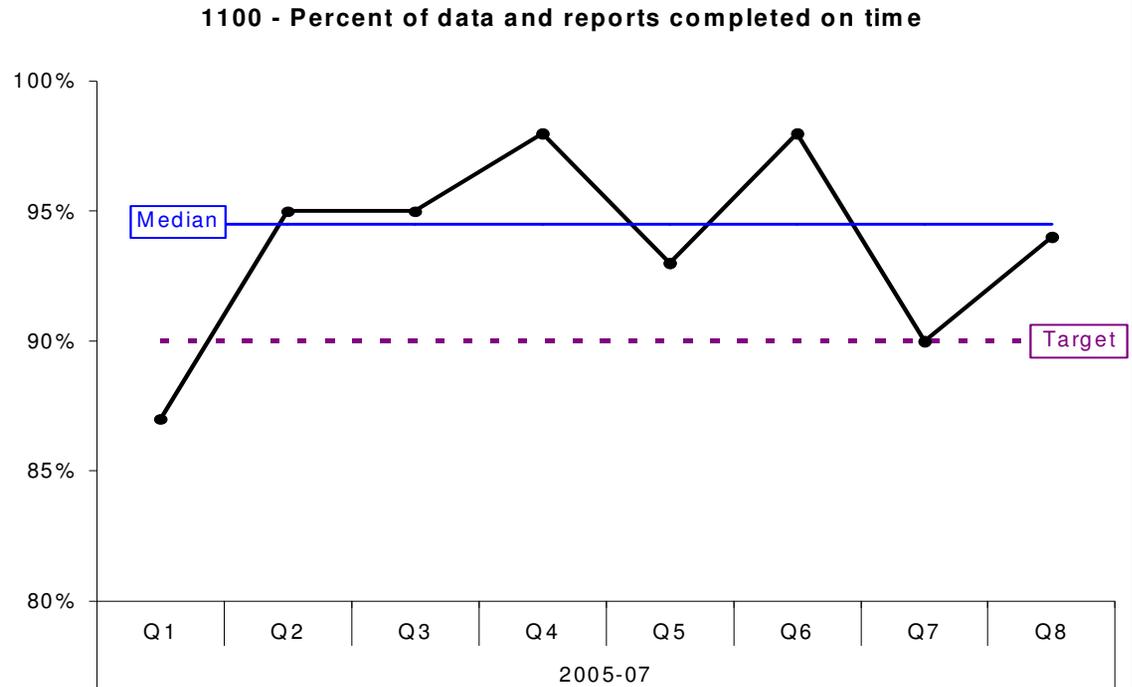
**Performance Measure Description:** The timeliness of responses to requests for information from a research division.

**Budget Activity Links:** A003 - Labor Market and Economic Analysis

**Category of Measure:** Timeliness is a process-level perspective.

**Analysis of Variation:** Variation patterns appear to be stable and predictable. Future results are likely to be similar to current performance levels.

**Analysis of Targeted vs. Actual Performance:** The actual data met or exceeded the performance target in 7 out of the 8 quarters reported. The agency should consider revising the performance target in order to drive continuous improvement efforts.\*



## Comments About Desirable Characteristics

**Relevance:** This is good information for internal management reviews, but not very relevant for a policy/budget development audience interested in results.

**Understandability:** The title should identify that this is for LMEA, not the entire agency.

**Comparability:** Since the relevance of this measure is low, the need to make comparisons is also low.

**Timeliness:** At the time of this assessment, three quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Reliability:** Depends on what types of reports are counted or excluded, and the definition of "on-time."

**Cost Effectiveness:** Good

## General Comments & Explanations:

# Activity Measure Critique - Unemployment Insurance Overpayment Detection

**Performance Measure Description:**  
Unemployment Insurance overpayments to claimants.

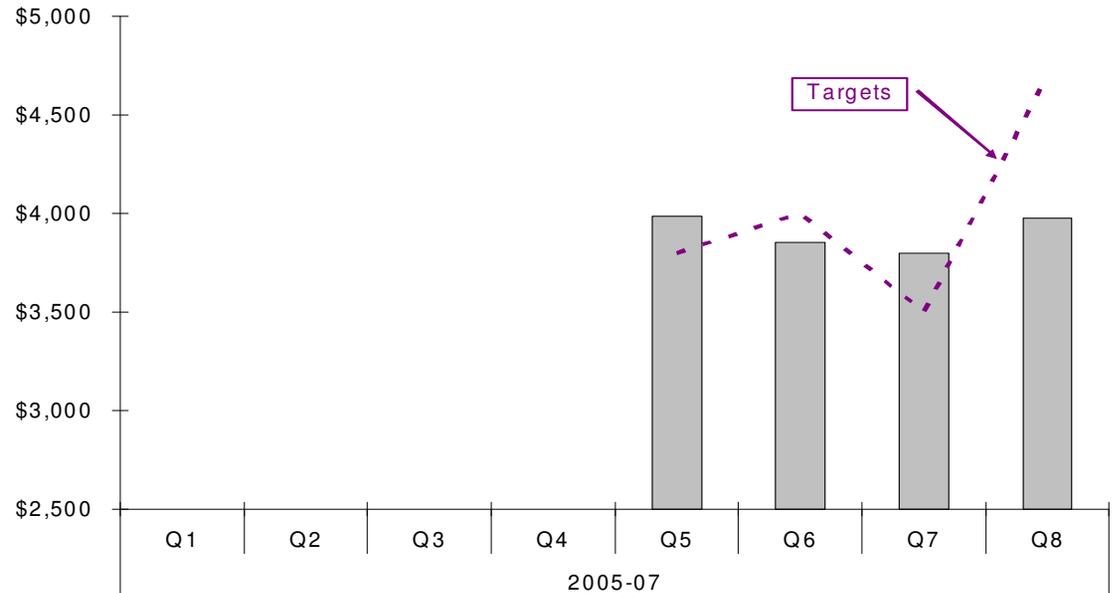
**Budget Activity Links:** A004 - Unemployment insurance Benefits

**Category of Measure:** An error rate related to an output.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:**  
The performance targets were met or exceeded in two out of the four quarters reported.

**1011 - Amount of Overpayment Detected**  
(x 1,000)



## Comments About Desirable Characteristics

**Relevance:** In the short term, detecting more is good. In the long term, more overpayment means there is more error in calculating eligibility.

**Timeliness:** At the time of this assessment, three quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Understandability:** The title should indicate this is related to Unemployment Insurance benefits.

**Reliability:** The resources dedicated to detecting overpayment have a bearing on how much is actually detected.

**Comparability:** Unknown

**Cost Effectiveness:** Capturing the data is not very expensive. Going back to collect on overpayments is very costly.

## General Comments & Explanations:

# Activity Measure Critique - Unemployment Insurance Overpayment Prevention

**Performance Measure Description:**  
Unemployment Insurance overpayments to claimants.

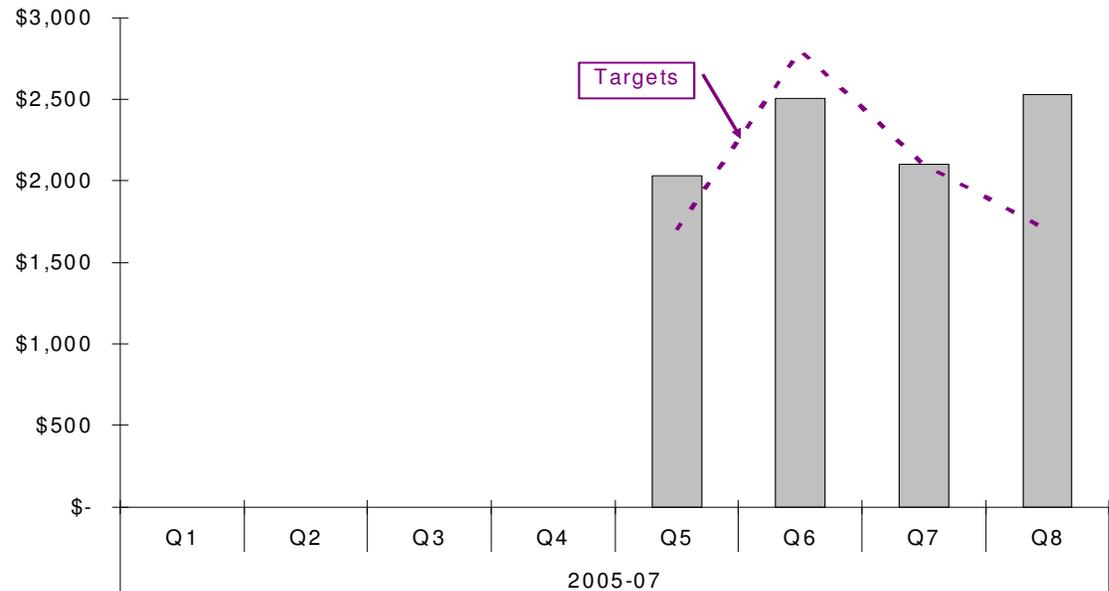
**Budget Activity Links:** A004 - Unemployment insurance Benefits

**Category of Measure:** Error prevention is a type of immediate outcome.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:**  
The performance targets were met or exceeded in 2 out of the 4 quarters reported.

1012 - Amount of overpayment prevented (x 1,000)



## Comments About Desirable Characteristics

**Relevance:** Prevention is much more relevant than detection, but the story is the same. In the short term, prevention is good, but in the long term it indicates the eligibility determination process is flawed.

**Understandability:** The title should indicate this is related to Unemployment Insurance benefits.

**Comparability:** Unknown

**Timeliness:** At the time of this assessment, three quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Reliability:** Depends on the detection of overpayment which is related to resources dedicated to the work.

**Cost Effectiveness:** Any amount of overpayment prevented is golden.

## General Comments & Explanations:

# Activity Measure Critique - Unemployment Insurance 1<sup>st</sup> Payment Timeliness

**Performance Measure Description:** No additional explanation needed.

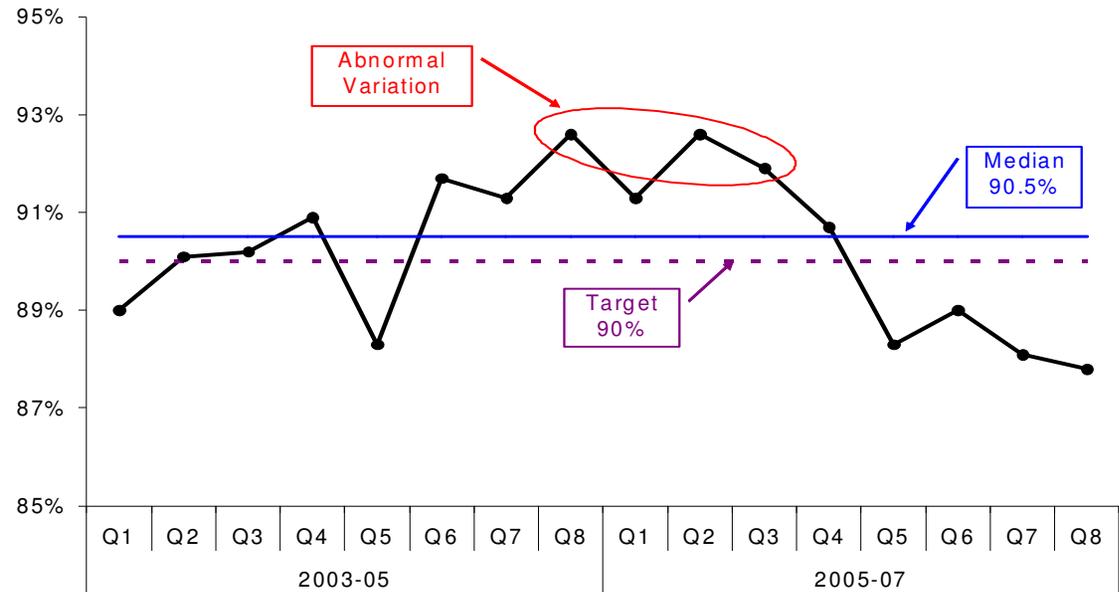
**Budget Activity Links:** A004 - Unemployment insurance Benefits

**Category of Measure:** Timeliness is a process-level perspective.

**Analysis of Variation:** The abnormal variation pattern at the beginning of 2005-07 indicates something might have changed.\* Since that event, performance has been on a steady decline.

**Analysis of Targeted vs. Actual Performance:** Actual performance has met or exceeded the targets roughly 50% of the time, but the recent decline after the first part of 2005-07 is a cause of concern, and should be closely monitored.

**1010 - Percent of First Payment of Unemployment Benefits Made Within 14 Days**



## Comments About Desirable Characteristics

### Relevance, Understandability, and Comparability:

This measure would be more relevant, understandable, comparable, and it would drive continuous improvement more if it were converted to report the average number of days it takes to get a first payment. The target for the new measure would be 14 days instead of 90%.

**Timeliness:** At the time of this assessment, three quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Reliability:** All the data should come from internal automated systems.

**Cost Effectiveness:** This feels like the kind of data that comes in a report, so the cost is probably low.

## General Comments & Explanations:

# Activity Measure Critique - New Employees Discovered through Tax Audits

**Performance Measure Description:** Why is discovering new employees important?

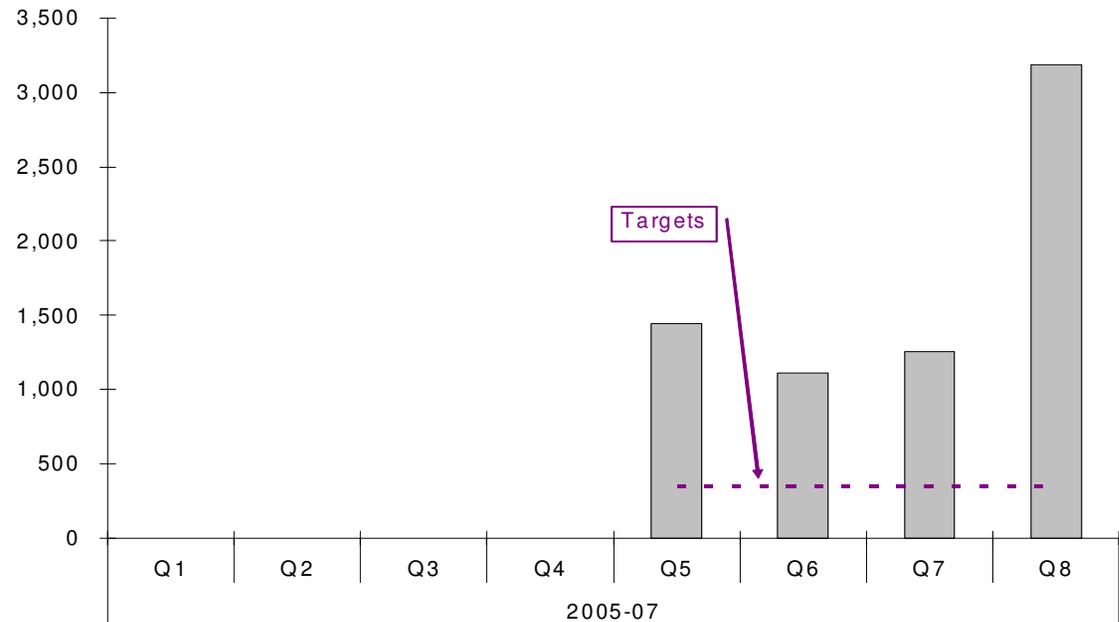
**Budget Activity Links:** A005 - Unemployment Insurance Taxation

**Category of Measure:** An output of the discovery process.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** The performance targets have been exceeded in the four quarters reported to such an extent as to make the targets look obsolete. It almost looks like the agency wants to reduce the number discovered to no more than 500.

1036 - Number of new employees discovered through tax audits



## Comments About Desirable Characteristics

**Relevance:** Without any explanation in the footnotes, casual readers will struggle to understand why this is important.

**Understandability:** The language in the title is fine, but some background is needed in the footnotes. The targets should also be revised to improve the message.

**Comparability:** Unknown

**Timeliness:** At the time of this assessment, three quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Reliability:** Good

**Cost Effectiveness:** The discovery process has a cost, but the return on investment is unknown.

## General Comments & Explanations:

# Activity Measure Critique - Timely Employer Tax Payment Rates

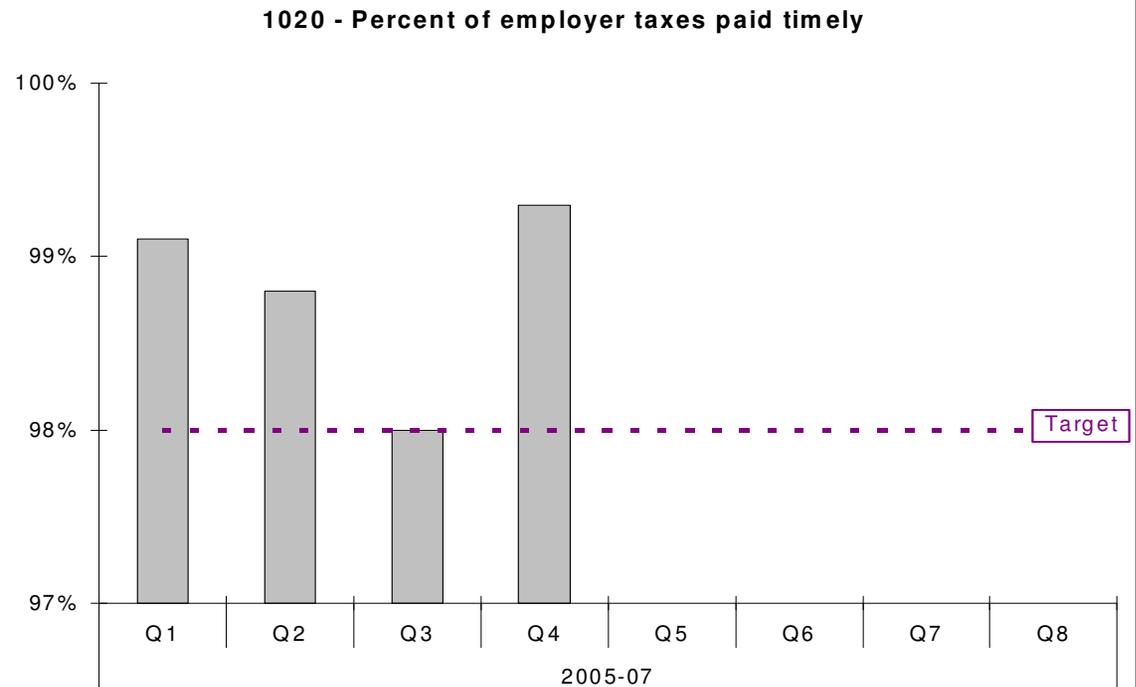
**Performance Measure Description:** No additional explanation needed.

**Budget Activity Links:** A005 - Unemployment Insurance Taxation

**Category of Measure:** Timely payment is a desirable outcome.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** The 98% target was met or exceeded in the four quarters reported.



## Comments About Desirable Characteristics

**Relevance:** The subject is very relevant, but the lack of actual data keeps this measure from telling a compelling performance story.

**Timeliness:** At the time of this assessment, 7 quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Understandability:** The footnotes should define the term, "Timely".

**Reliability:** Depends on a universal definition for the term "Timely".

**Comparability:** Unknown

**Cost Effectiveness:** Good

## General Comments & Explanations:

# Activity Measure Critique - New Employer Account Timeliness

**Performance Measure Description:** What type of accounts?

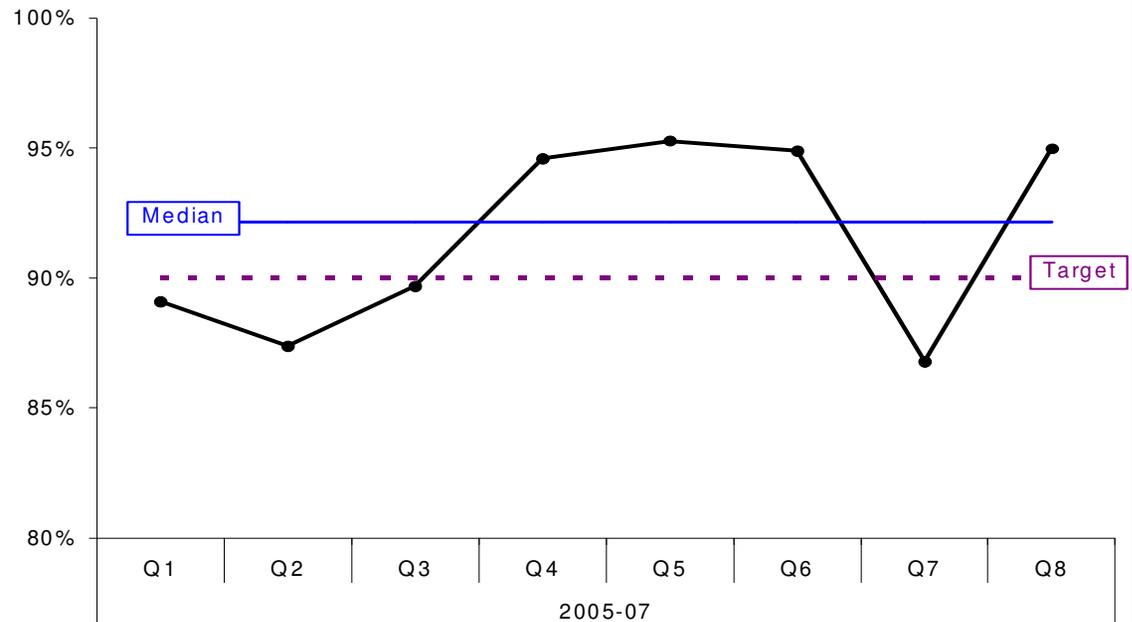
**Budget Activity Links:** A005 - Unemployment Insurance Taxation

**Category of Measure:** This is more of a process-level perspective.

**Analysis of Variation:** The variation patterns appear to be stable and predictable. Future results are likely to be similar to current performance levels.\*

**Analysis of Targeted vs. Actual Performance:** The target was met 5 out of the 8 quarters reported. Given the nature of normal variation patterns, and the location of the target in relation to the median, this is not unusual.\*

1030 - Percent of new employer accounts established on time



## Comments About Desirable Characteristics

**Relevance:** While timeliness is always important, this measure fails to explain the consequence of not establishing the accounts in a timely manner.

**Understandability:** The type of accounts is not explained in the footnotes, and they contain the jargon "SUTA Dumping" without any explanation of the acronym.

**Comparability:** Benchmarking is probably not that important for this measure.

**Timeliness:** At the time of this assessment, three quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Reliability:** Depends on a universal application of the terms, "Established" and "On-Time".

**Cost Effectiveness:** Good

## General Comments & Explanations:

# Activity Measure Critique - Unpaid Taxes Detection

**Performance Measure Description:** No additional explanation needed.

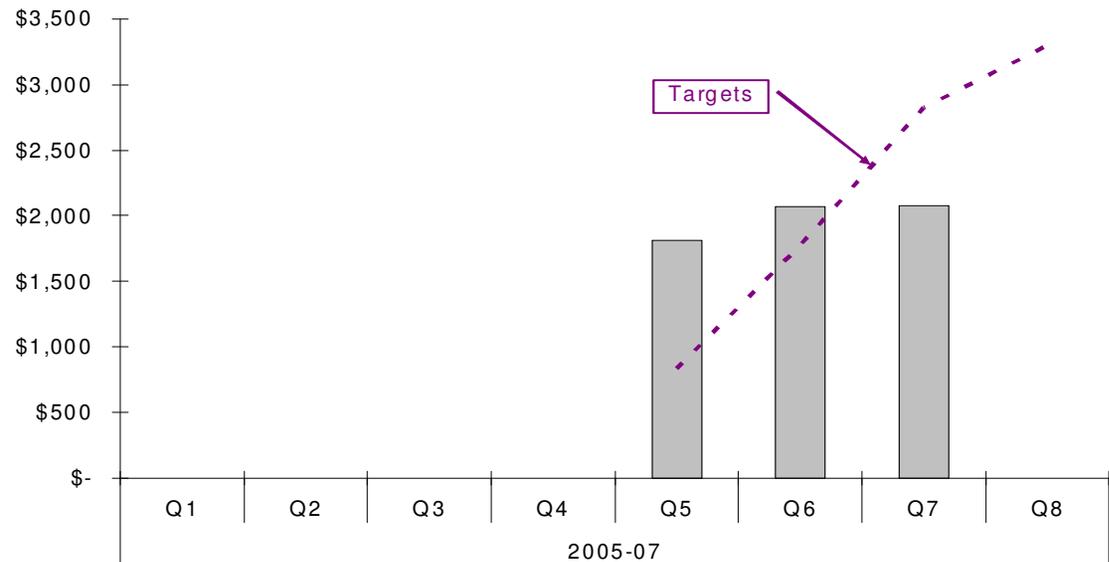
**Budget Activity Links:** A005 - Unemployment Insurance Taxation

**Category of Measure:** An output of the investigations unit.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** Actual performance met or exceeded targets in two out of the three quarters reported. The targets are increasing, but actual performance does not seem to be matching the rate.\*

1035 - Total unpaid taxes detected and charged to employers by Employment Security Department investigations unit (x 1,000)



## Comments About Desirable Characteristics

**Relevance:** In the short term, more unpaid taxes detected and charged to employers is desirable. In the long term, it is an indication of a flaw in the process that ultimately should be reduced or eliminated.

**Understandability:** The footnotes mention "SUTA Dumping" without any explanation of the term.

**Comparability:** Unknown

**Timeliness:** At the time of this assessment, 4 quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Reliability:** Good

**Cost Effectiveness:** Good

## General Comments & Explanations:

# Activity Measure Critique - Hours of Service Contributed

**Performance Measure Description:** Hours contributed by Washington Service Corps and Washington Reading Corps members?

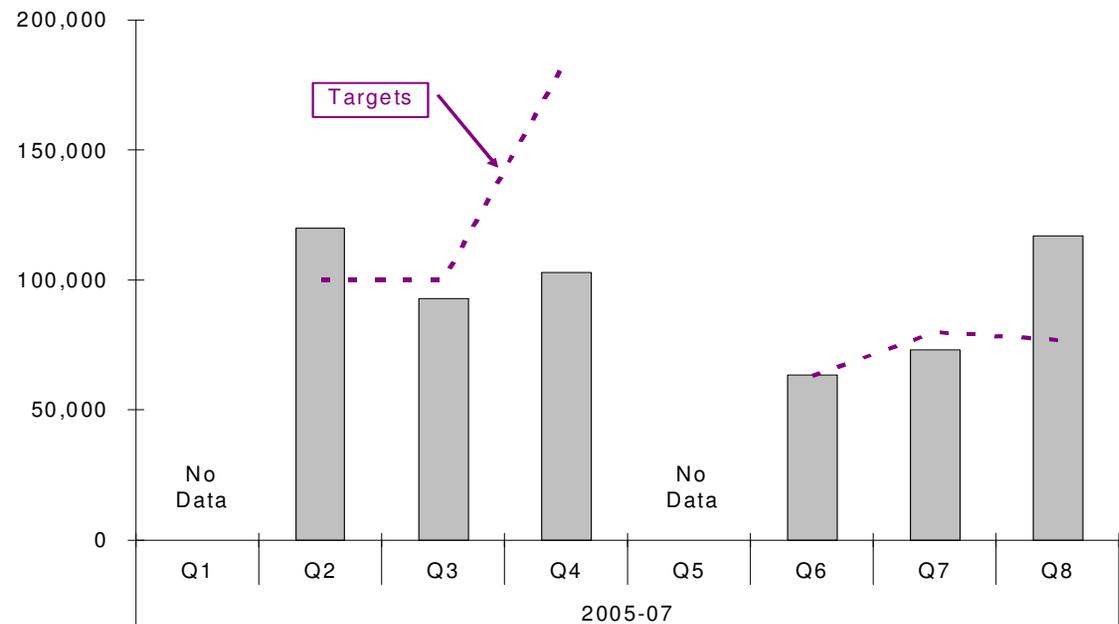
**Budget Activity Links:** A006 - Washington Service Corps

**Category of Measure:** An output

**Analysis of Variation:** Not quite enough data for analysis, but the data patterns appear to be stable and predictable.

**Analysis of Targeted vs. Actual Performance:** Actual data has met or exceeded the targets in three of the six quarters reported. The actual data in the 4<sup>th</sup> quarter was far from the target, but close to the other quarter's data.

1320 - Hours of service contributed by community volunteers



## Comments About Desirable Characteristics

**Relevance:** Outputs like this are not very relevant to a budget/policy development audience, but since these volunteers work on so many different projects, measuring their results or contributions might be impossible.

**Understandability:** The footnotes should clarify whether this is only the Service Corps or if it also includes Reading Corps.

**Comparability:** Unknown

**Timeliness:** At the time of this assessment, 5 quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Reliability:** Depends on the data collection and reporting methodologies.

**Cost Effectiveness:** If this is not automated, collecting and recording this data must be very time consuming.

## General Comments & Explanations:

# Activity Measure Critique - Service Corps Volunteer Recruitment

**Performance Measure Description:** A cumulative display about the attainment of a recruiting goal.

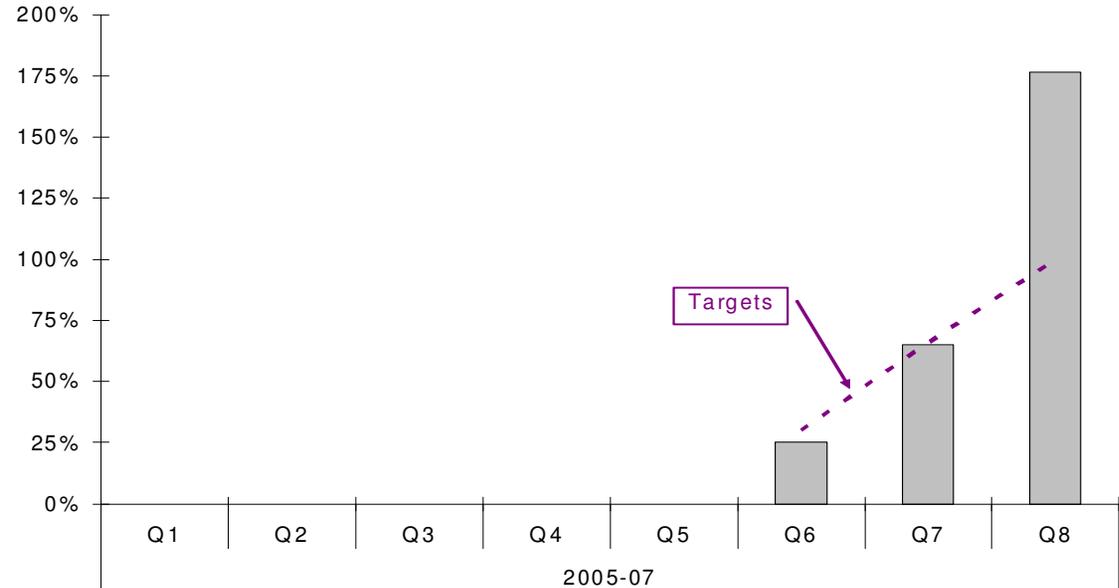
**Budget Activity Links:** A006 - Washington Service Corps

**Category of Measure:** More of a process perspective than an immediate outcome.

**Analysis of Variation:** Not enough data for any analysis.

**Analysis of Targeted vs. Actual Performance:** The actual data exceeded the quarterly cumulative recruiting targets.

1330 - Percentage of volunteers recruited, compared to year-end target



## Comments About Desirable Characteristics

**Relevance:** This is good information for internal management reviews, but not very relevant for a policy/budget development audience interested in results.

**Timeliness:** At the time of this assessment, three quarters of actual data and the performance targets for 2007-09 were not entered into PMT.

**Understandability:** The cumulative nature of this data should be mentioned in either the title or the footnotes.

**Reliability:** Good

**Comparability:** Unknown

**Cost Effectiveness:** Depends on the number of volunteers and the level of automation.

## General Comments & Explanations: