| | **OREGON YOUTH AUTHORITY**<br><br>**Policy Statement**<br><br>**Part I – Administrative Services** | |
|---|---|---|

| *Subject:*<br><br>**OYA Performance Management System** | | | | |
|---|---|---|---|---|
| *Section – Policy Number:*<br><br>**A: General Administration – 7.0** | *Supersedes:*<br>**I-A-7.0 (7/14)**<br>**I-A-7.0 (7/12)**<br>**I-A-7.0 (12/09)**<br>**I-A-7.0 (10/05)** | *Effective Date:*<br><br>**04/28/2023** | *Date of Last Review/Revision:*<br>**None** | |
| **Related Standards and References:** | ▪ ORS 291.217 (Outcomes-based budget)<br>▪ OYA forms: YA 1801 (Action Plan)<br>▪ Process Improvement Site | | | |
| **Related Procedures:** | ▪ None | | | |
| **Policy Owner:**<br><br>Deputy Director | **Approved:**<br><br>_____<br>Joseph O'Leary, Director | | | |

## I.    PURPOSE:

This policy describes the OYA performance management system that supports the agency's mission, vision, values and goals.

## II.    POLICY DEFINITIONS:

**Action plan:** A written document that outlines an implementation plan for improving quality of services or operations.

**Executive Team**: An executive staff group that provides oversight of agency operations.

**Fundamentals map**: A systems map outlining agency key goals, core processes, subprocesses, process measures, and outcome measures.

**Outcome measures:** Overall measurable indicators of the agency's performance relative to its key goals. Outcome measures answer the question: How will we know we are progressing toward meeting our agency goals? These measures focus on results.

**OYA Performance Management System (OPMS)**: A comprehensive system that supports OYA's mission, vision, and values by monitoring activities, outcomes, and processes, structuring new initiatives, and solving problems.

**Process measures**: Quantifiable indicators of how effectively a given work process is functioning (e.g., cost, quality, and time). Process measures answer the question: What will show us that we are doing the routine work well?

**Process owner:** An executive staff member or senior management staff member responsible for defining, monitoring and improving an identified agency or local process.

**Quarterly Target Reviews (QTRs):** Meetings during which agency or local measures are formally reviewed.

**Scorecard:** A document that defines measures and indicates how well agency or local process measures are meeting established targets.

III.    **POLICY:**

The OYA Performance Management System focuses the agency on data-driven decision making, continuous process improvement and purposeful strategic planning. It is designed to identify and mitigate high-risk areas, recognize staff expertise, improve the quality of agency operations and service delivery, and improve customer and staff satisfaction.

The OYA Performance Management System plays a key role in reporting what work is being completed and what impacts are related to its diversity, equity, and inclusion initiative and promotion of Positive Human Development.

Key elements of the OYA Performance Management System are reflected on the OYA fundamentals map. The fundamentals map outlines key goals, core processes, subprocesses, process measures and outcome measures to present a global view of agency processes and their interrelationships. The map is a dynamic tool that evolves with staff input. It is accessible to all staff on OYANet.

OYA staff may identify their roles in processes and subprocesses on the fundamentals map and see how their work helps achieve OYA's key goals. OYA staff collaborate in systematic activities to improve agency and local performance, and they are encouraged to contribute ideas to improve work processes. Additionally, the agency recognizes that staff are authorities in their work and empowers them to solve problems within policy and their spans of control.

OYA uses outcome and process measures displayed on scorecards to make agency and local performance expectations meaningful and concrete. A scorecard details whether an outcome or process is performing on target. When an outcome or process is not on target, action may be taken to get the process back on track. The process owner may allocate resources to address process performance.

The OYA executive team continually works "on the business" through annual strategic planning that projects major initiatives three years in advance and must include any goals or initiatives outlined by the Governor's office or the agency's Diversity, Equity, and Inclusion Action Plan.

## IV. Performance Management System

A. Agency fundamentals map

Agency executive and senior management are responsible for approving changes to OYA's Performance Management System fundamentals map. The fundamentals map defines and includes OYA's:

1. Foundations (mission, vision, values);

2. Key goals;

3. Core processes;

4. Subprocesses;

5. Process measures;

6. Process owners; and

7. Outcome measures.

B. Agency Scorecards

Scorecards are created at least quarterly and are accessible to all staff on OYANet. Except for pilot measures, executive team must approve of all measures' changes, definitions, or deletions.

Scorecards display definitions, ranges of performance and targets for each outcome and process measure, and each measure's target status.

The status of outcome and process measures is color-coded as –

1. Green: Within performance range;

2. Yellow: Behind performance range; or

3. Red: Below performance range.

C. Local Scorecards

1. Facility superintendents, camp directors, field supervisors, central office work unit managers and other local scorecard owners must ensure their local scorecards include, at a minimum, relevant agency outcome and process measures. Local scorecards may also contain local measures at the discretion of the scorecard owner.

2. The local scorecard owner is responsible for appointing a staff member (local data steward) to update the local scorecards every quarter.

D. Quarterly Target Reviews (QTR)

1. Local QTR

Facility superintendents, camp directors, field supervisors, and other local scorecard owners must meet with their teams at least quarterly to review local scorecards. The meeting must be prior to the Agency QTR. The date of the meeting must be reported to the OYA agency OPMS coordinator or data steward at least three weeks before the Agency QTR.

a) An action plan is required to address a measure in red or yellow status with an undesirable trend;

b) Teams must present any action plans they are responsible for during the Local QTR meeting;

c) Facility superintendents, camp directors, field supervisors, and other scorecard owners must consolidate this team-level input onto one action plan to be presented at their division QTRs; and

d) Superintendents, camp directors, field supervisors and other scorecard owners must forward their action plans using a YA 1801 (OYA Action Plan) to the process owner at least seven business days prior to the Agency QTR.

2. Division QTR

Each assistant director must hold a Division QTR prior to the Agency QTR. The division's scorecard must be reviewed, and results of Local QTRs must be reported and discussed by the group.

a) A measure in red or yellow status with an undesirable trend requires a formal action plan.

b) Local process owners must present any action plans they are responsible for during the Division QTR meeting.

c) The assistant director will use the information presented to prepare their presentation at the Agency QTR.

3. Agency QTR

Agency process owners must meet quarterly to review agency scorecard measures.

a) A measure in red or yellow status with an undesirable trend requires a formal action plan.

> b) Process owners must present any action plans they are responsible for during the Agency QTR.
>
> c) At the discretion of the director or their designee, post-QTR meetings may be held with process owners to review targets and ranges, action plans, and process measures.

    E. Action plans

As mentioned in section D, an underperforming outcome or process measure will prompt a formal action plan when the owner of that measure determines a need for significant intervention to support improved process performance. If the outcome or process measure is related to a goal in the agency strategic plan, a formal action plan is required.

> 1. Once a process or outcome measure has been identified as needing corrective action, the process owner must:
>
>> a) Initiate an action plan within 10 working days. They may use a YA 1801 (OYA Action Plan); and
>>
>> b) Establish a goal to complete the steps of the action plan.
>
> 2. The action plan must include data to help demonstrate that the owner has a grasp of the potential root causes and can address the problem(s) using sound problem-solving methods.

## V. LOCAL OPERATING PROTOCOL REQUIRED: NO