

Outcome based management and strategic goals

Outcome-based Management and Strategic Goals

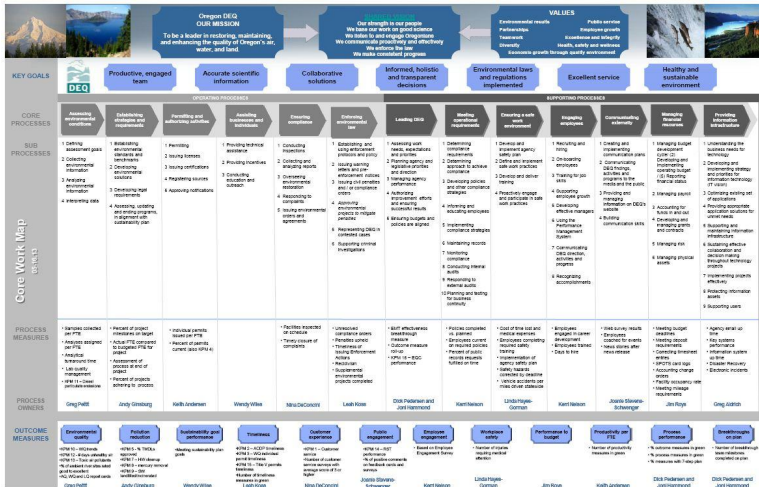
11/5/15

Environmental Quality Commission

What we'll cover

- Outcome-based management at DEQ:
 - Measures
 - Continuous improvement
 - Project management
- Challenges
- Strategic goals

Managing to outcomes at DEQ



DEQ Quarterly Measure Review 3rd Quarter - 2012

Jul, Aug, Sept

Total Measures on QMR: 100

Total measure data was collected on: 85

Outcome

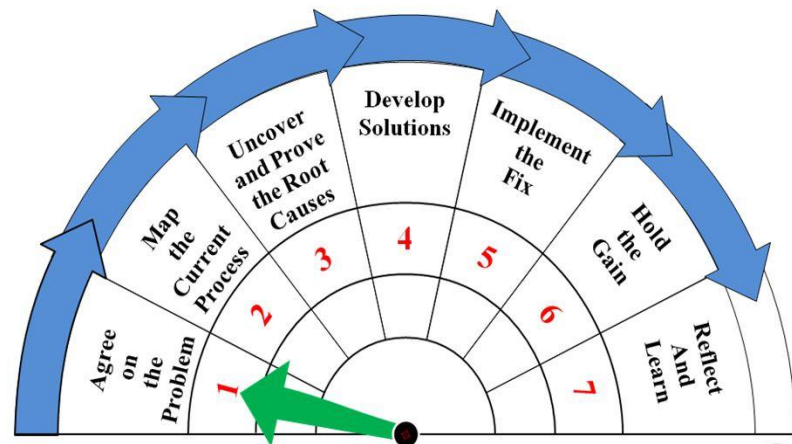
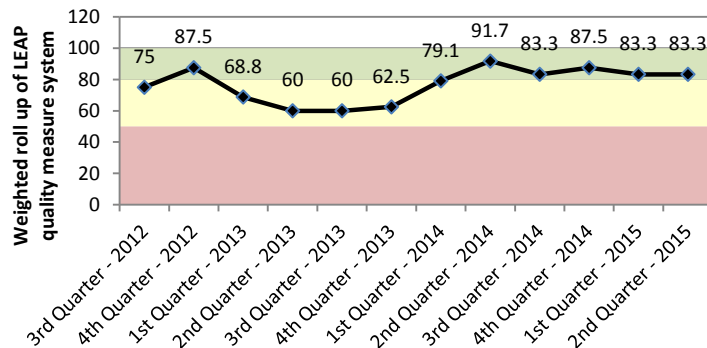
Process performance

Rollup	Description	Target	Green Range	Yellow Range	Red Range	Season	Current Status	Actions	Trend	Measure Owner
Process measures in the Green	Percent of core process measures being reported on that are within their green range.	80%	80-100%	50-79%	0-49%	All year	34	None	→	Joni Hammond
Outcome measures in the Green	Percent of core Outcome measures being reported on that are within their green range.	80%	80-100%	50-79%	0-49%	All year	66.7	None	↑	Joni Hammond
Percent of measures with 7-step plan	Total number of measures with 7-step plans started or in place divided by number of red measures.	80%	75-100%	50-74%	0-49%	All year	14	None	↓	Joni Hammond

Breakthroughs on plan

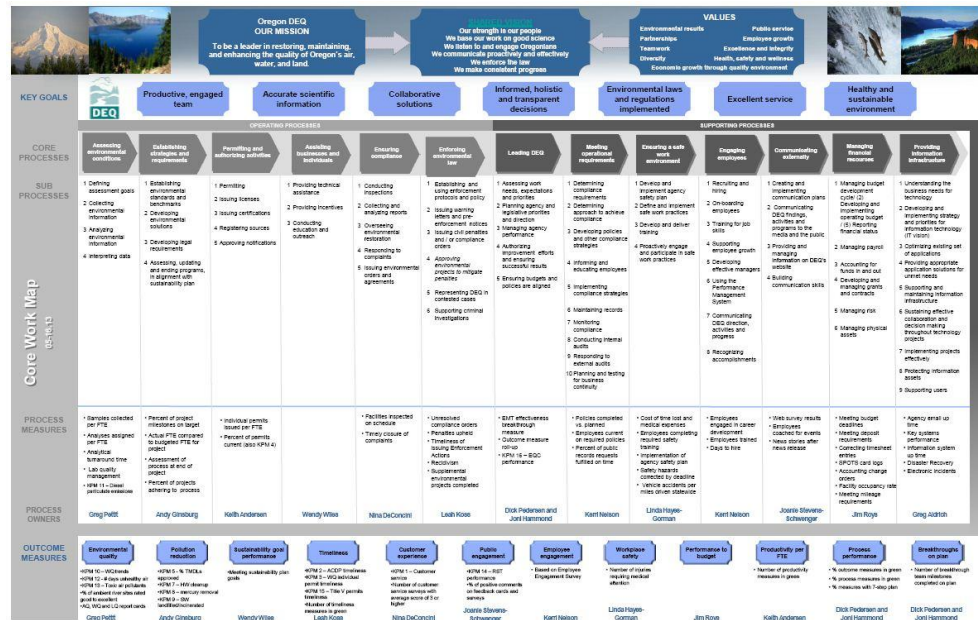
Permitting breakthrough on plan	The number of breakthrough milestones due and completed this period divided by the total number of milestones due this period plus milestones that are overdue.	70	>60%	40-59%	0-39%	All year	100	No measurable data for quarter	→	Joni Hammond
Inspection breakthrough on plan	The number of breakthrough milestones due and completed this period divided by the total number of milestones due this period plus milestones that are overdue.	70	>60	40-59	0-39	All year	100	None	→	Joni Hammond

Laboratory Environmental Assessment Program Quality Systems Measure



Core work map

Describes what we do



Measures

Focuses us on delivering core work

DEQ Quarterly Measure Review 3rd Quarter - 2012

Jul, Aug, Sept

Total Measures on QMR: 100

Total measure data was collected on: 85

Outcome

Process performance

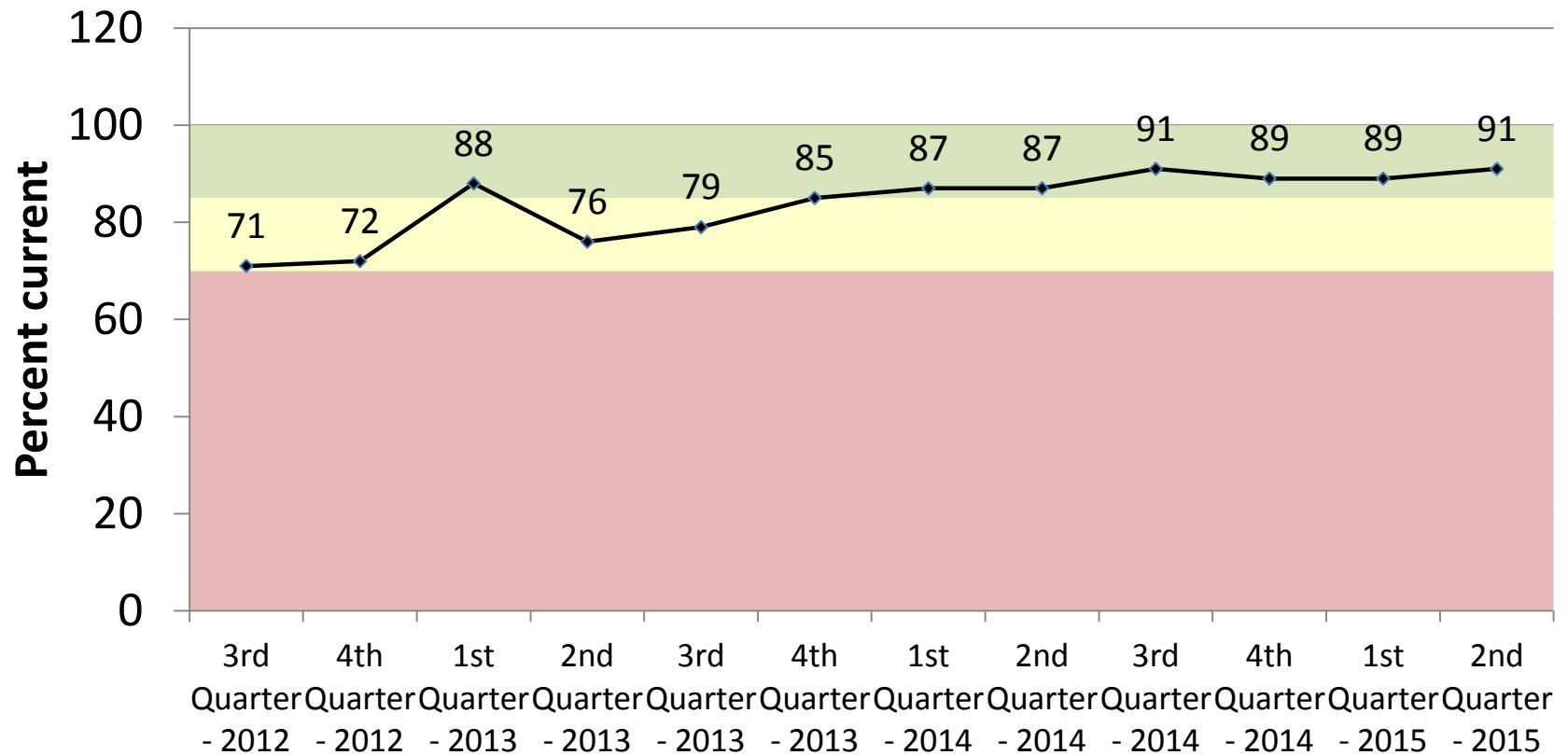
Rollup	Description	Target	Green Range	Yellow Range	Red Range	Season	Current Status	Actions	Trend	Measure Owner
Process measures in the Green	Percent of core process measures being reported on that are within their green range.	80%	80-100%	50-79%	0-49%	All year	34	None	→	Joni Hammond
Outcome measures in the Green	Percent of core Outcome measures being reported on that are within their green range.	80%	80-100%	50-79%	0-49%	All year	66.7	None	↑	Joni Hammond
Percent of measures with 7-step plan	Total number of measures with 7-step plans started or in place divided by number of red measures.	80%	75-100%	50-74%	0-49%	All year	14	None	↓	Joni Hammond

Breakthroughs on plan

Permitting breakthrough on plan	The number of breakthrough milestones due and completed this period divided by the total number of milestones due this period plus milestones that are overdue.	70	>60%	40-59%	0-39%	All year	100	No measurable data for quarter	→	Joni Hammond
Inspection breakthrough on plan	The number of breakthrough milestones due and completed this period divided by the total number of milestones due this period plus milestones that are overdue.	70	>60	40-59	0-39	All year	100	None	→	Joni Hammond

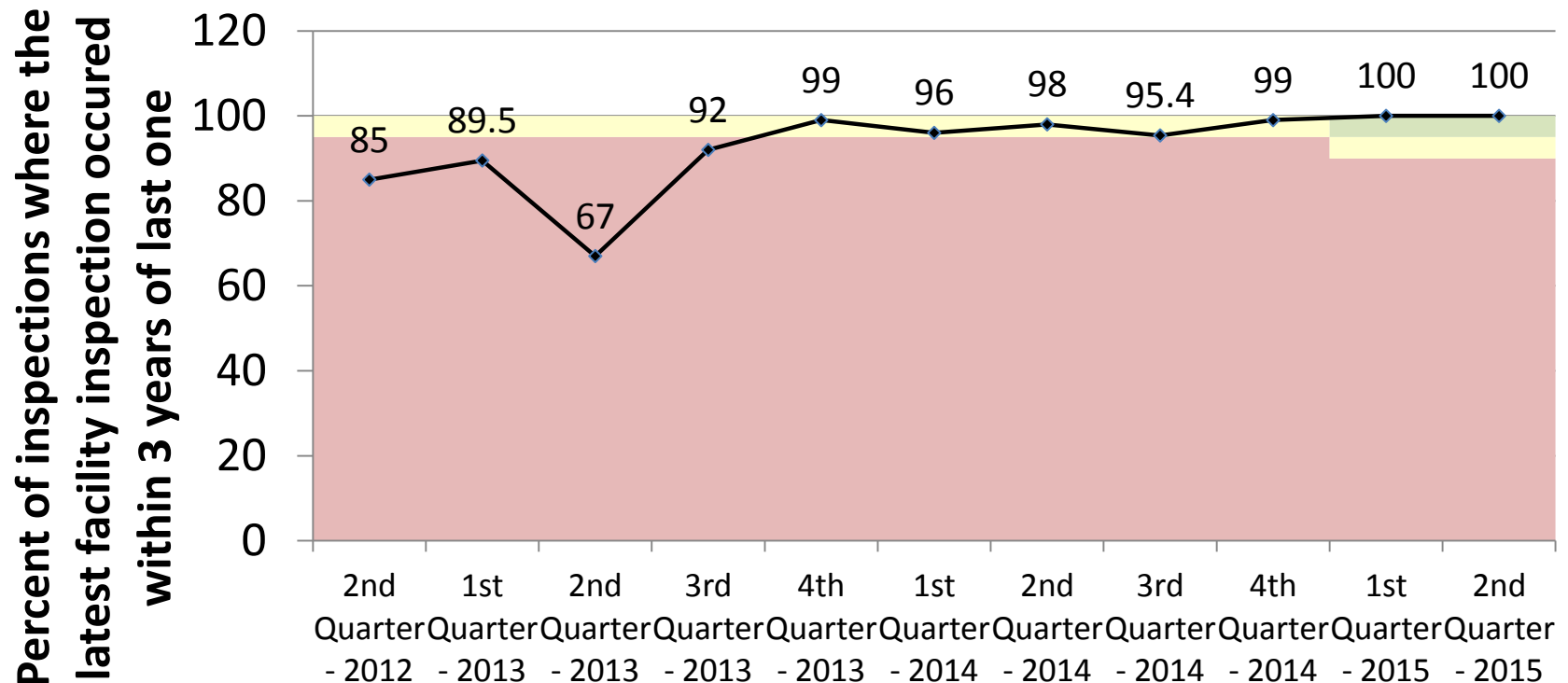
Measure: Permitting

Percent of Solid Waste Industrial Permits Current

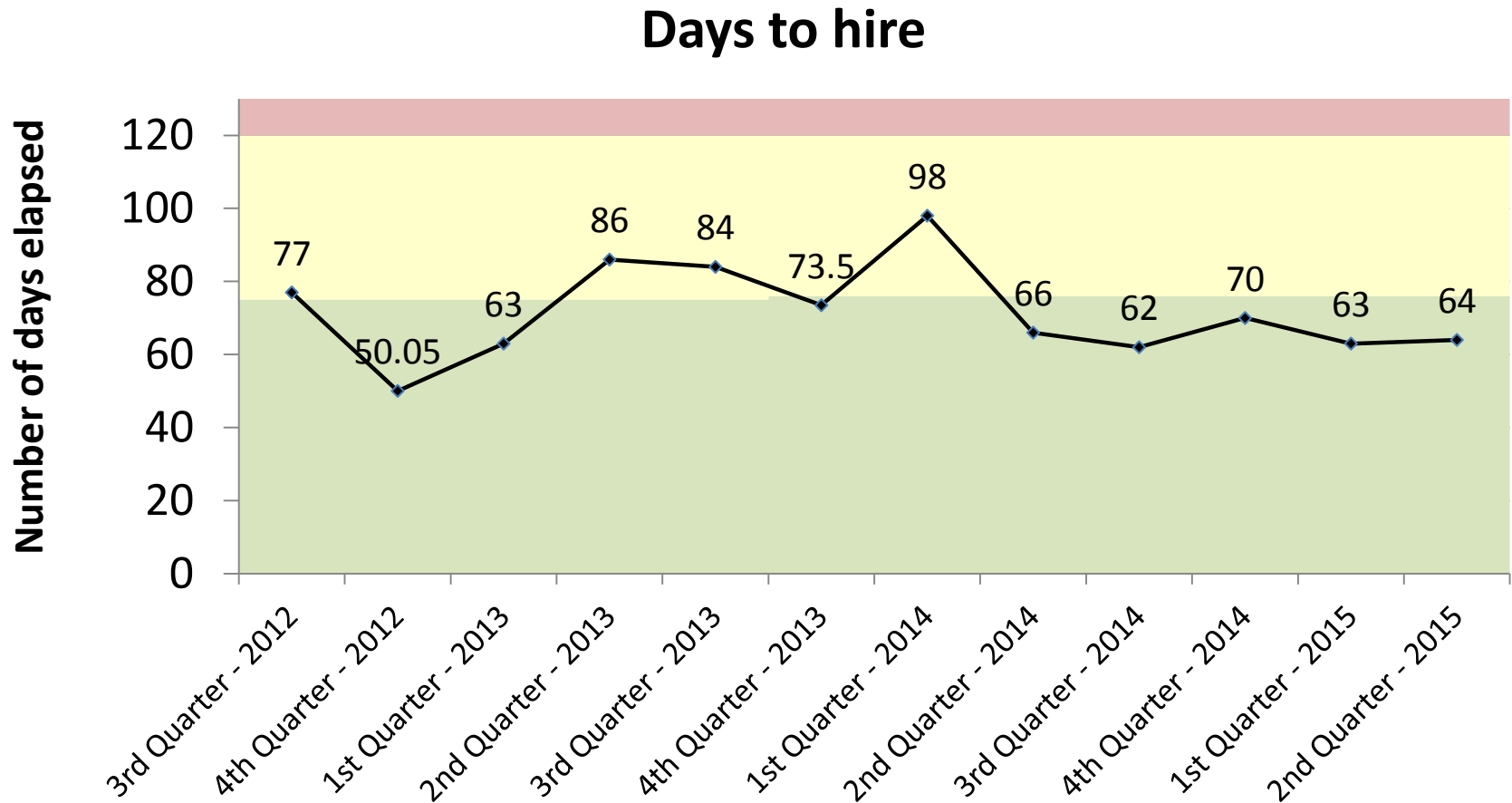


Measure: Ensuring compliance

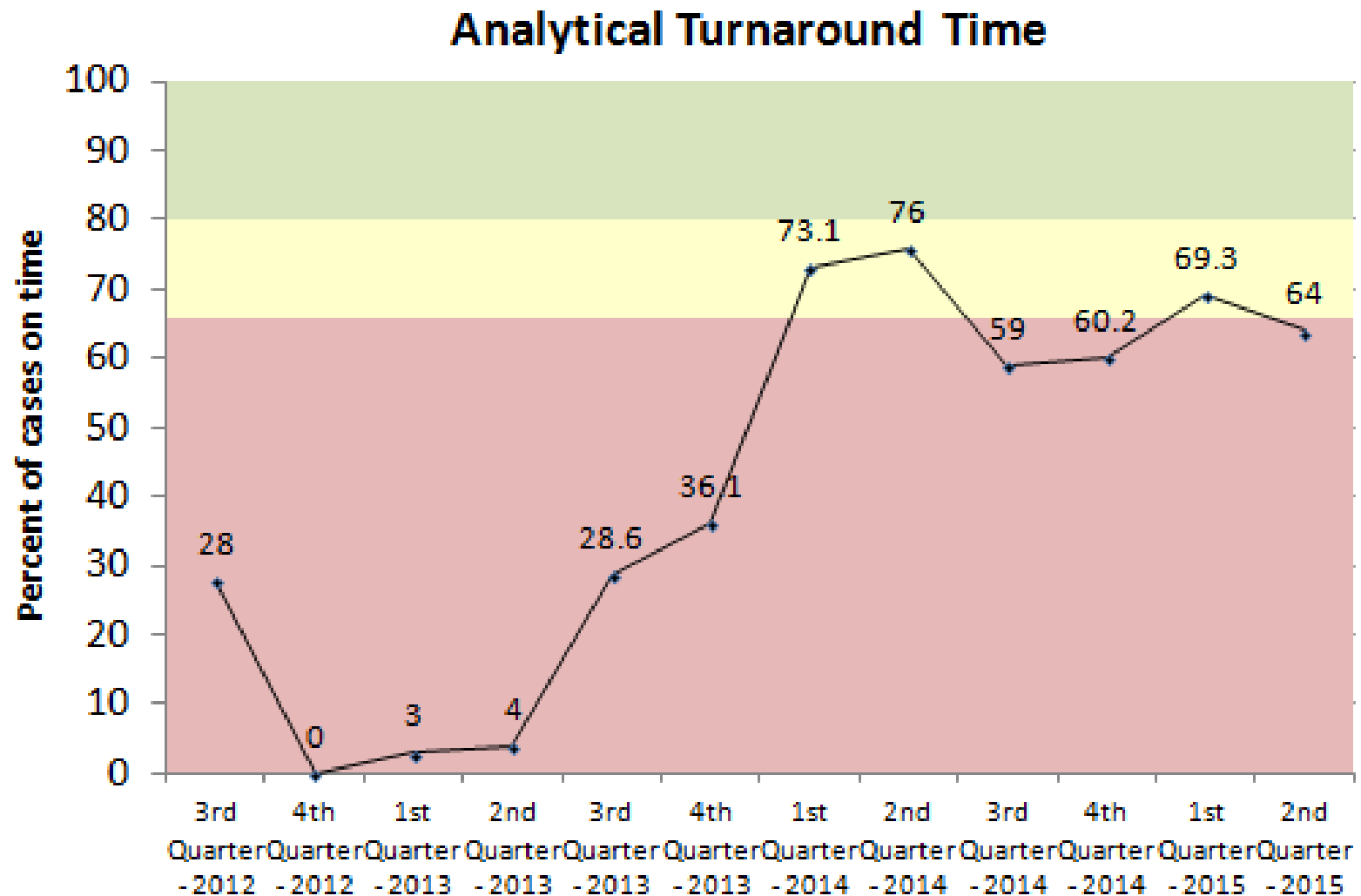
Compliance - Tanks – UST Inspections Completed on Schedule



Measure: Days to Hire

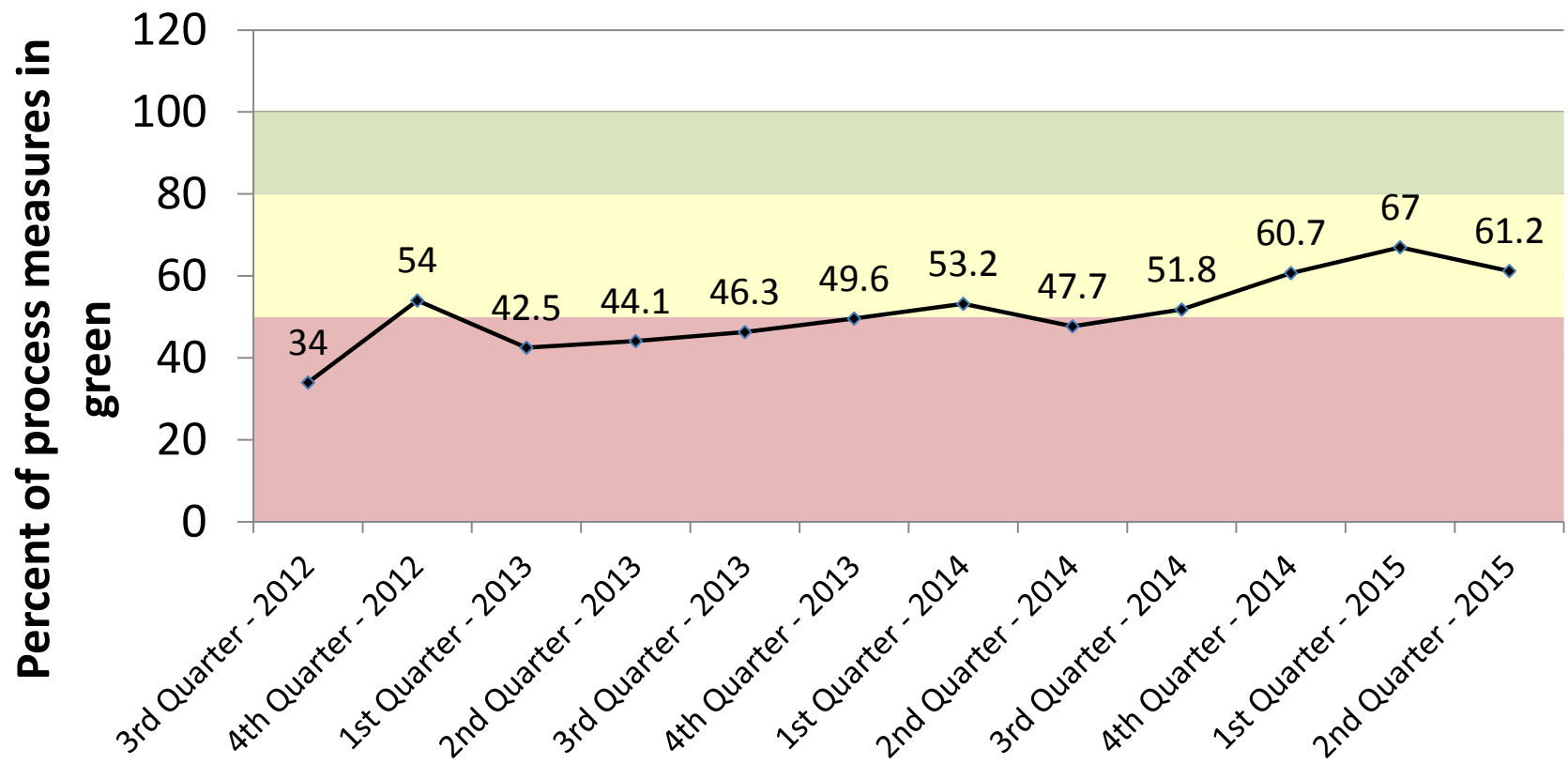


Measure: Analytical Turnaround Time



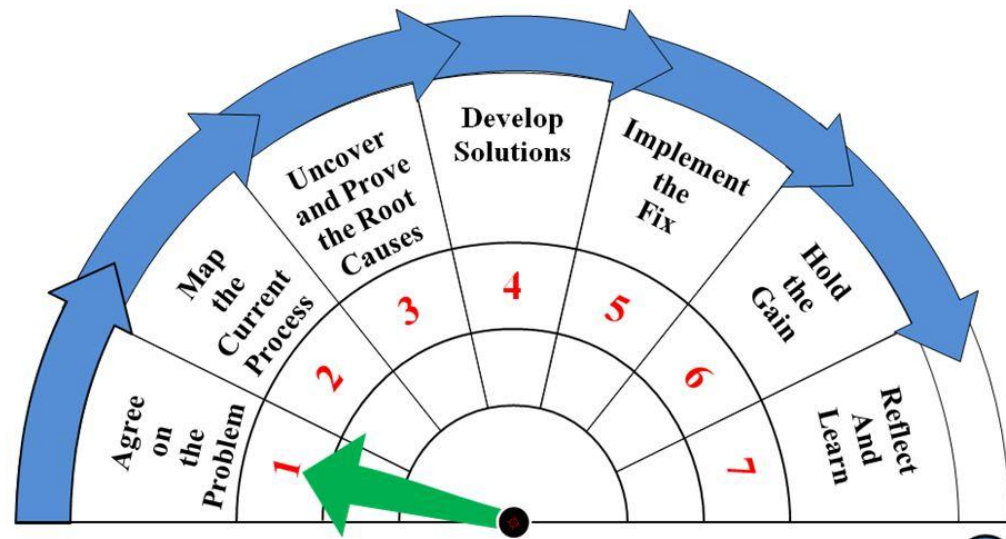
Measure: Process Measures in the Green

Process Measures in the Green



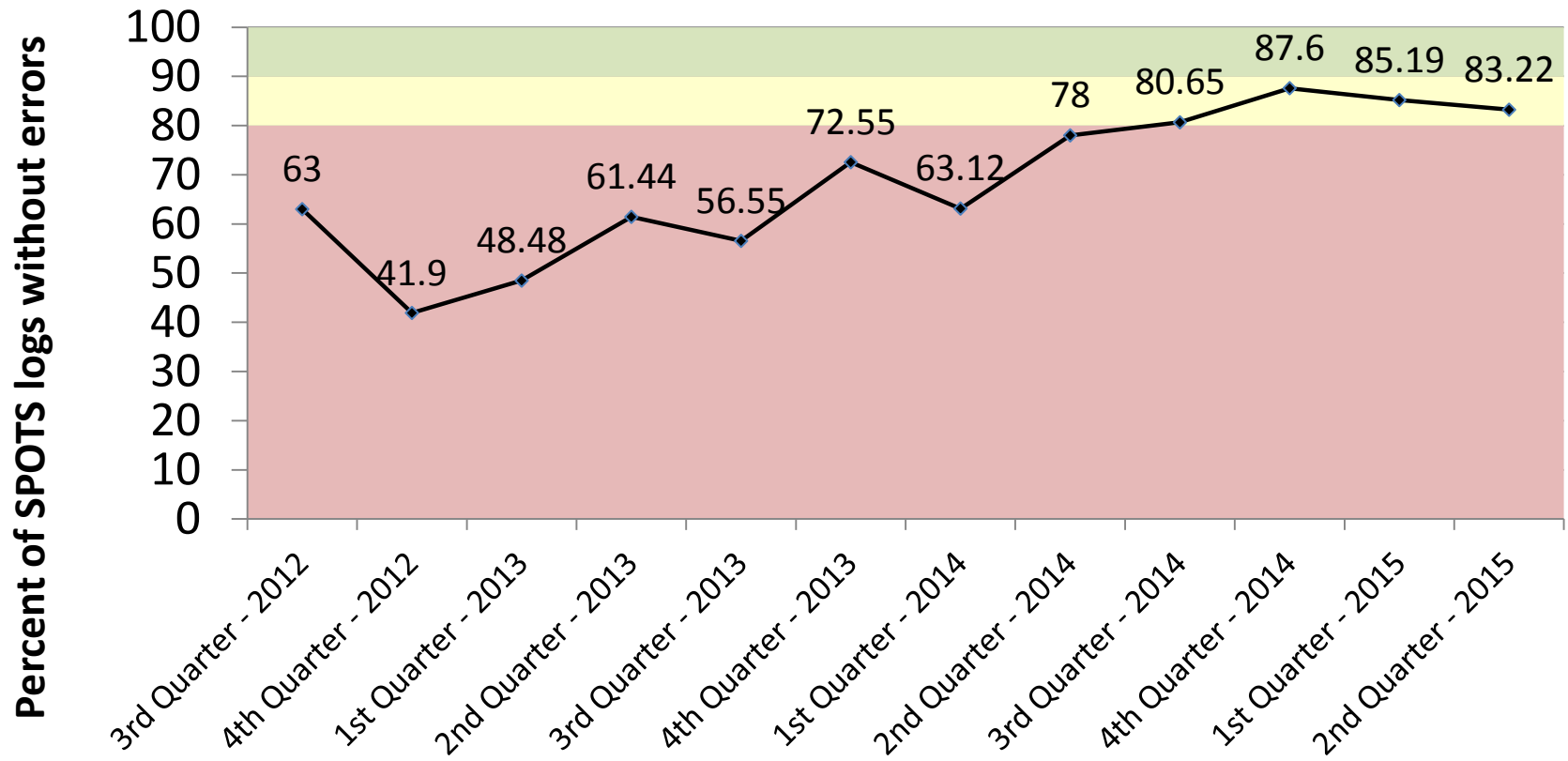
Process improvement

*Solving problems
in our work*



SPOTS log errors problem solving

SPOTS Log Error Rate



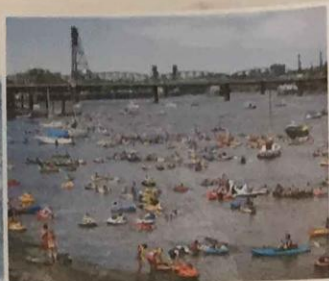
Project Management Pool



Challenges

- Developing good outcome measures
- Creating a project management culture
- Building a shared ownership of our performance
- Ensuring infrastructure supports this work

OREGON



Strategic Goals

- We identified five strategic goals:
 - Sustain a diverse, outcome-oriented workforce
 - Efficiently and responsibly meet environmental standards and emerging needs
 - Provide easy access to information and services
 - Maintain informed and engaged relationships with Oregon's communities
 - Sustain strong, effective internal business practices

Sustain a Diverse, Outcome-oriented Workforce

- Objectives:
 - A culture of strategic-thinking and continuous improvement
 - An engaged, energized and diverse workforce that is able to fulfill DEQ's mission
 - Agency outcomes are met

Current Actions to Sustain a Diverse, Outcome-oriented Workforce

- Employee Engagement at a section level
- Lead worker development
- Project Management Pool
- Process Improvement Teams
- Workforce Development Coordinator

Efficiently and Responsibly Meet Environmental Standards and Emerging Needs

- Objectives:
 - Core Programs are Resourced Appropriately
 - Consistent and Effective Programs Meet Customer Needs
 - Evaluate and Prioritize Emerging Needs

Current Actions to Efficiently and Responsibly Meet Environmental Standards and Emerging Needs

- Water Quality 2035 Vision and Strategy
- Vehicle Inspection Program
- Reducing air pollution from woodstoves

Provide Easy Access to Information and Services

- Objectives:
 - High quality information and services are readily available
 - Our processes meet customer needs

Current Actions to Provide Easy Access to Information and Services

Maintain Informed and Engaged Relationships with Tribes and Oregon's Communities

- Objectives:
 - Collaborative, productive relationships with partners and stakeholders;
 - DEQ is proactively engaged with individuals and communities where they live, work and play

Current Actions to Maintain Informed and Engaged Relationships with Tribes and Oregon's Communities

- Involving and informing tribes, communities and decision makers
- Earlier understanding of emerging tribal and community issues
- New opportunities for collaborative efforts
- Lasting results

Sustain Strong, Effective Internal Business Practices

- Objectives:
 - Responsible stewards of agency resources;
 - Consistently use and improve agency best practices

Current Actions to Sustain a Strong, Effective Internal Business Practices

- WQ permitting improvements
- Contract and procurement problem solving
- Agency communication standards
- Acquired foundational positions

Next Steps

- Obtain validation
- Finalize
- Communicate
- Implement
- Align and refine our outcome measures
- Measure progress
- Keep Commission informed