

State of Oregon  
Department of Environmental Quality

Memorandum

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**Date:** March 31, 2011

**To:** Environmental Quality Commission

**From:** Dick Pedersen, Director

**Subject:** Agenda item L, Informational and discussion item: EQC key performance measures  
April 21-22, 2011, EQC meeting

**Purpose of item** This item will provide an overview of EQC's 2010 Key Performance Measures report and analysis. It will also provide an opportunity for commissioners and staff to discuss process and content improvements for the survey tool and opportunities for additional commissioner training.

**Background** The 2005 Oregon Legislature directed the Department of Administrative Services and the Legislative Fiscal Office to develop a measure for boards and commissions having governance oversight to use in evaluating their own performance. DAS and LFO determined that the EQC fits this category and should have performance measures.

On Dec. 14, 2006, the commission adopted the "percent of total best practices met by the commission" as the performance standard, with a target of 100 percent. The measure is an annual self-assessment against 15 best practices for boards and commissions, as laid out by DAS and customized to EQC. The commission has completed three surveys to date, in 2008, 2009 and 2010. The 2008 survey asked the commissioners to reply yes or no to the questions and the commission achieved an overall average of 100 percent. In 2009, the survey tool was updated to allow a greater range of responses, and the commission achieved an overall average of 90.13 percent. The 2010 survey tool was the same as the 2009 survey tool and the commission achieved an overall average of 82.3 percent.

**2010 survey results and analysis** The last EQC self-evaluation was conducted in July and August 2010 by electronic and paper survey means. As noted above, the commission achieved an overall average of 82.3 percent, which is below the target of 100 percent and a slight drop from the 2009 average of 90.13 percent. The full analysis and results are included as attachment A.

The information from the 2010 survey seems to indicate four areas for growth and development for the commission. These areas received the lowest percentages of the survey, ranging from 68 to 80 percent.

1. DEQ's accounting for resources, and the commission's responsibility for those resources
2. Coordination with relevant bodies where interests and responsibilities overlap
3. Training opportunities for commissioners
4. Information about commission best practices

**Discussion questions**

- What kinds of training would commissioners like DEQ, or another agency, to offer?
- What information would commissioners like about the structure, operations and functions of DEQ's budget?
- What information would commissioners like about their responsibilities for DEQ's budget and policy decisions?
- What boards, commissions and other relevant bodies would EQC like to meet with, or otherwise act in coordination with, in 2011 and 2012?
- What kinds of information would commissioners like DEQ to present about departmental and commission management practices?
- Are there ways to improve, update or simplify the annual Key Performance Measure self-evaluation for the commission?

**Next steps**

DEQ will record and integrate commissioners' feedback from the April meeting into future EQC key performance measure surveys, commissioner training and other actions. DEQ plans to administer the next survey in summer 2011.

**Attachments**

A. 2010 EQC key performance measure survey results and analysis

Approved:

Division: \_\_\_\_\_

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## **Analysis of 2010 KPM survey results**

*Aug. 19, 2010*

Prepared by Stephanie Clark, assistant to the Oregon Environmental Quality Commission

The Oregon Environmental Quality Commission must complete an annual self-assessment as Key Performance Measure 16 for DEQ. Four commissioners completed the survey by electronic means, using Survey Monkey, and one commissioner completed a paper copy.

KPM 16 has a target level of 100 percent, which correlates to an overall 100 percent average across the 15 standard questions asked in this survey. The commission began its KPM in 2008, responding to these questions for 2007. The questions in this survey are from an Oregon Department of Administrative Services model survey for boards and commissions, with modifications to be DEQ-specific.

The commissioners were asked to respond to the statements by picking one option from a list

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent)
- All of the time (100 percent)
- Do not know

Answers of “do not know” are recorded but not included in the final percentages for the responses.

1. The director’s performance expectations are current.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **1**
- All of the time (100 percent) - **4**
- Do not know

**Question average: 96 percent**

2. The director receives annual performance feedback.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **1**
- All of the time (100 percent) - **3**
- Do not know

**Question average: 95 percent** (one commissioner skipped this question)

3. The agency’s mission and high-level goals are current and applicable.

- None of the time (0 percent)
- Some of the time (40 percent)

- Most of the time (80 percent) - **2**
- All of the time (100 percent) - **3**
- Do not know

**Question average: 92 percent**

4. The commission reviews DEQ's Annual Performance Progress Report.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **1**
- All of the time (100 percent) - **4**
- Do not know

**Question average: 96 percent**

5. The commission is appropriately involved in review of DEQ's key communications.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **3**
- All of the time (100 percent) - **2**
- Do not know

**Question average: 88 percent**

6. The commission is appropriately involved in policy-making activities.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **2**
- All of the time (100 percent) - **3**
- Do not know

**Question average: 92 percent**

7. DEQ's policy option packages are aligned with its mission and goals.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **1**
- All of the time (100 percent) - **4**
- Do not know

**Question average: 96percent**

8. The commission reviews all proposed budgets.

- None of the time (0 percent)
- Some of the time (40 percent)

- Most of the time (80 percent)
- All of the time (100 percent) - **5**
- Do not know

**Question average: 100 percent**

9. The commission periodically reviews key financial information and audit findings.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **2**
- All of the time (100 percent) - **3**
- Do not know

**Question average: 92 percent**

10. The commission is appropriately accounting for resources.

- None of the time (0 percent)
- Some of the time (40 percent) - **2**
- Most of the time (80 percent) - **1**
- All of the time (100 percent) - **2**
- Do not know

**Question average: 72 percent**

11. DEQ adheres to accounting rules and other relevant financial controls.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent)
- All of the time (100 percent) - **4**
- Do not know - **1**

**Question average: 100 percent**

12. Commission members act in accordance with their roles as public representatives.

- None of the time (0 percent)
- Some of the time (40 percent)
- Most of the time (80 percent) - **1**
- All of the time (100 percent) - **4**
- Do not know

**Question average: 96 percent**

13. The commission coordinates with others where responsibilities and interests overlap.

- None of the time (0 percent)
- Some of the time (40 percent) - **1**

- Most of the time (80 percent) - **2**
- All of the time (100 percent) - **2**
- Do not know

**Question average: 80 percent**

14. Commission members identify and attend appropriate training sessions.

- None of the time (0 percent)
- Some of the time (40 percent) - **1**
- Most of the time (80 percent) - **4**
- All of the time (100 percent)
- Do not know

**Question average: 72 percent**

15. The commission reviews its management practices to ensure best practices are utilized.

- None of the time (0 percent)
- Some of the time (40 percent) - **2**
- Most of the time (80 percent) - **2**
- All of the time (100 percent) - **1**
- Do not know

**Question average: 68 percent**

16. Please enter any additional comment of questions you would like added to your evaluation.

**1** - The staff briefings, updates, information sharing, and alerts are very critical to the commission being prepared to make the decisions it needs to make. DEQ allows for both the commission and the public to have the time necessary for critical input and decision making processes.

**Averaged total: 82.3 percent**

Based on the total average of answers above, the commission does not meet its target of 100 percent. However, the information from this survey seems to indicate several areas for growth and development for the commission:

- DEQ's accounting for resources, and the commission's responsibility for those resources
- Coordination with relevant bodies where interests and responsibilities overlap
- Training opportunities for commissioners
- Commission best practices

DEQ can discuss these identified deficiencies and create a plan, with the commission, to present additional information to increase the commission's knowledge.