
Date: Sept. 26, 2011
To: Environmental Quality Commission
From: Dick Pedersen, Director
Subject: Agenda item C, Informational item: DEQ's outcome-based management planning Oct. 20-21, 2011, EQC meeting

Purpose of item This item will inform the commission about DEQ's outcome-based management planning efforts and activities.

Why this is important In December 2010, DEQ's Executive Management Team started meeting weekly to focus on outcome-based management planning. This type of planning is a change from DEQ's current management style, and will allow the agency to better evaluate its performance related to short- and long-term goals and objectives. By focusing on the agency's desired environmental outcomes, DEQ will be able to improve its routine, or fundamental, work and strategically direct resources of staff time and funding toward specific initiatives and projects known as breakthroughs. The Executive Management Team started meeting weekly in December 2010 to begin developing an outcome-based management system for the agency. Outcome based management is simply defining the agency's core work and developing measures that show if DEQ is successful in doing that work. DEQ will hold quarterly target review meetings to assess how well it is doing in meeting the targets set in process and outcome measures. DEQ will focus resources on processes not meeting their targets, rather than directing its attention to areas where the agency is already performing well, which will help the agency to be more successful in the delivery of environmental protection and customer service.

Background Since December 2010, the Executive Management Team has worked to define the agency's core work and process measures. DEQ developed a fundamentals map, as seen in attachment A, which details the agency's core work and process measures as a visual display of the agency's goals, processes and measures. So far, the EMT has held one quarterly review of the data for those measures and developed a draft list of tactical and strategic breakthroughs for the agency. The group has shared the fundamentals maps with all DEQ employees and provided training to managers.

The decision to engage with outcomes-based management planning came from DEQ's recognition that it, and government in general, must operate

differently than it does today. That decision was fueled in part by the economic downturn and a general agreement among the members of the Executive Management Team that the agency may not be developing in the most constructive and efficient way. Outcome-based management is a way for DEQ to connect its mission and values to data, in the form of process and outcome measures, and promote accountability. It also reinforces DEQ's commitment to sustainability, since the outcome-based management results in better environmental quality and public health for all Oregonians and incorporates many sustainability-minded changes to DEQ's programs. It is also a parallel and complementary process to the agency's Strategic Directions planning process, in which the commission participated in November 2010.

DEQ's move to outcome-based management planning is supported by the Oregon Legislature, which passed Senate Bill 676, requiring all state agencies to develop outcome-based management strategies. For DEQ, the shift to outcomes-based management means better service for the agency's project partners, better environmental outcomes for all Oregonians and a more resilient agency that can adapt to changes to the economic and political environment.

**Next steps and
commission
involvement**

DEQ's Executive Management Team will continue to meet weekly through the remainder of 2011 and early 2012 to finalize the agency's fundamentals and breakthrough maps. A team, representing all levels and many classifications of DEQ employees, will meet through late 2011 and early 2012 to develop the agency's shared vision of the near-future DEQ. The Shared Vision will solicit input on the draft vision products from all DEQ employees. The final materials will be the roadmaps for the agency as DEQ adjusts its approach to environmental protection to focus on outcomes and capacity building, instead of the maintenance and protection of established processes.

DEQ will present information to the commission at its request and discretion.

Attachments

A. DEQ's fundamentals map

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