

TEACHER STANDARDS and PRACTICES COMMISSION

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

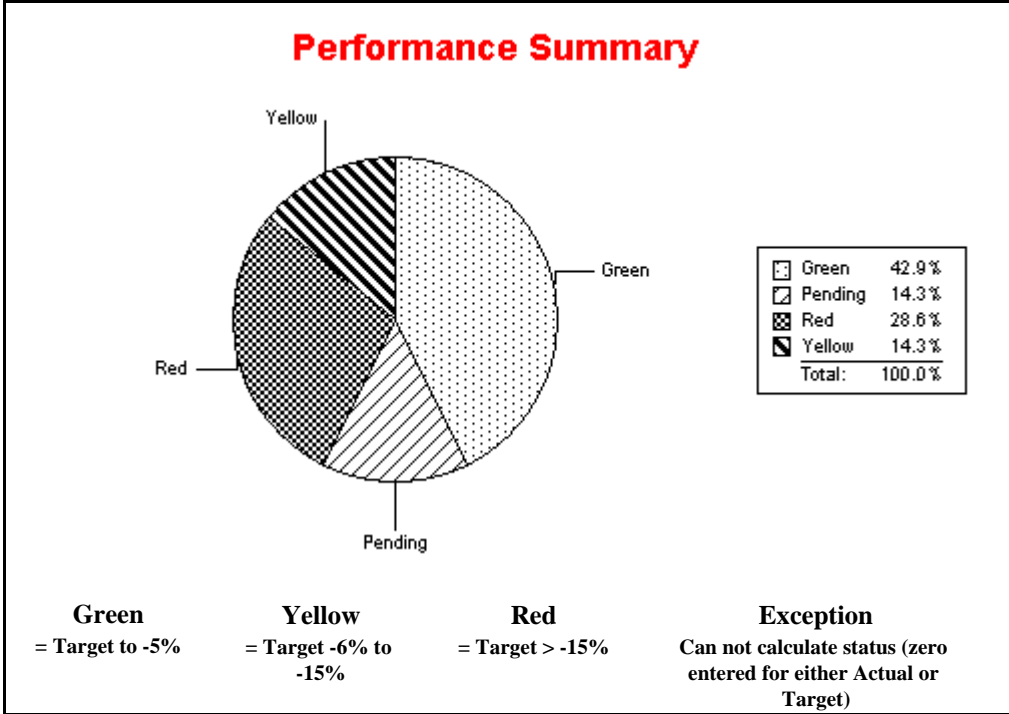
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	PHONE/EMAIL CUSTOMER SERVICE – Percent of phone calls and email responded to within 3 days.
2	APPLICANT CUSTOMER SERVICE – Percent of completed applications processed in 20 days.
3	INVESTIGATION SPEED – Percent of investigated cases resolved in 180 days (unless pending in another forum).
4	ADMINISTRATIVE RULE REVIEW – Percent of administrative rules reviewed for clarity annually
5	DISCIPLINE COMMUNICATION – Percent of discipline-related workshops provided to educators annually compared to the target of 15.
6	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
7	GOVERNANCE PERFORMANCE MEASURE - Percent of best practices met by the commission

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	Title: CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. Rationale:

TEACHER STANDARDS and PRACTICES COMMISSION		I. EXECUTIVE SUMMARY	
Agency Mission: To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregon's students.			
Contact: Vickie Chamberlain		Contact Phone: 503-378-6813	
Alternate:		Alternate Phone:	



1. SCOPE OF REPORT

- Licensure and discipline functions are the agency services covered by the key performance measures.
- Program approval functions are not covered by the key performance measures, although reports of program site visits are public documents and available upon request.

2. THE OREGON CONTEXT

The Oregon Teacher Standards and Practices Commission sets standards for, approves and reviews Oregon educator preparation programs including: teaching; administration; school counseling and school psychology. The commission also issues charter school registrations and school nurse certifications. The commission issues and renews licenses authorizing public school educators to work in the above-mentioned roles in public schools supported by public funds. Finally, the commission serves as the professional practices board for public educator misconduct and has the authority to reprimand, put on probation, suspend or revoke an educator's license as a result of professional misconduct.

The commission partners with: Oregon Department of Education; Oregon public higher education educator preparation programs (Western Oregon University; Oregon State University; University of Oregon; Portland State University; Eastern Oregon University; Southern Oregon University); private higher education educator preparation programs (Cascade College; Concordia University; Corban University; George Fox University; Lesley University; Lewis and Clark College; Linfield College; Marylhurst University; Multnomah University; Northwest Christian University; Pacific University; University of Portland; University of Phoenix; Warner Pacific College; Willamette University); Oregon Education Association, Confederation of Oregon School Administrators; Oregon School Personnel Association and the Oregon School Boards Association.

Oregon benchmarks that are related to the commission's work but which do not relate directly to any of the performance measures include:
OBM #19 – Percent of 3rd graders who achieve established skill levels;
OBM # 20 – Percent of 8th graders who achieve established skill levels;
OBM # 21 – Percentage of high school graduates who attain a Certificate of Initial Mastery;
OBM #22 – Percent of students who drop out of grades 9 - 12 without receiving a high school diploma or GED.

3. PERFORMANCE SUMMARY

The commission is achieving some key efficiency goals, but three of the seven performance measures were only adopted July 2006. The commission will have a clearer picture of performance as time allows us to collect more data. The commission is making progress on KPM numbers: 1, 2, 4, and 5. As a result of an Emergency expenditure limitation increase, we are making progress on KPM 3.

4. CHALLENGES

Currently the agency's biggest challenge appears to be keeping up with an increasing caseload in both licensure requests and reported cases of professional misconduct. We have reorganized positions, used performance evaluations annually, provided a motivational workshop and taken other measures to improve efficiency. Due to the limited staffing, any staff illness or other factors resulting in extended time away from the office quickly shows an impact in slower response rates. Summer workloads also continue to increase. Staff technical expertise on licensure requirements and regulations to increase efficiency takes about 12 to 18 months to obtain. Therefore temporary workers in the summer have little effect on increasing

production. The agency has added 2 limited duration positions since February 2008. This has created tight quarters in our small leased office space. The square footage per employee is well below accepted standards of just over 400 square feet per employee.

5. RESOURCES AND EFFICIENCY

The agency budget for fiscal year 2007-2008 was: \$1,909,470. Actual agency expenditures were: \$2,094,073

Performance measures related to efficiency:

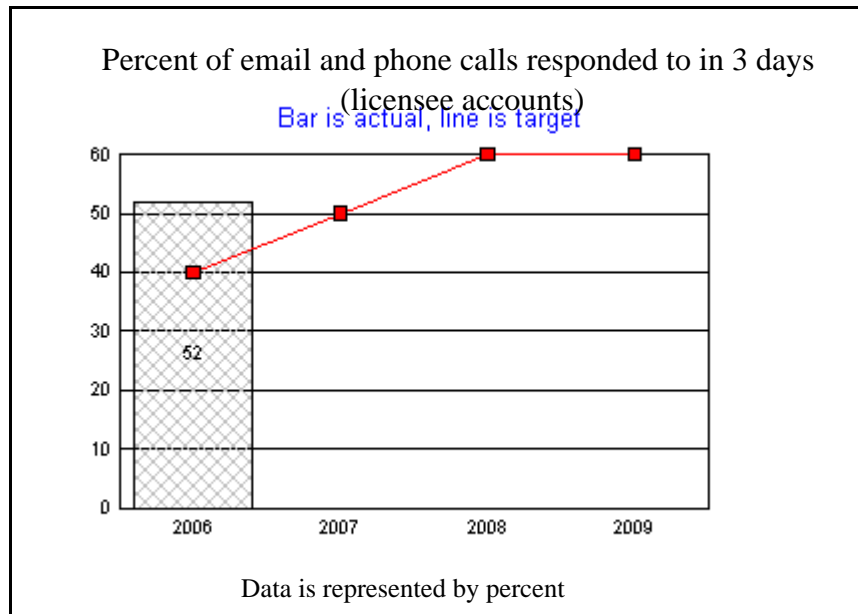
1 PHONE/EMAIL CUSTOMER SERVICE – Percent of phone calls and email responded to within 3 days

2 APPLICANT CUSTOMER SERVICE – Percent of completed applications processed in 20 days

3 INVESTIGATION SPEED – Percent of investigated cases resolved in 180 days (unless pending in another forum)

6 CUSTOMER SERVICE– Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information

KPM #1	PHONE/EMAIL CUSTOMER SERVICE – Percent of phone calls and email responded to within 3 days.	
Goal	CUSTOMER SERVICE: Provide high quality services to all stakeholders.	
Oregon Context	AGENCY MISSION: The TSPC ensures that every student in Oregon is taught by caring, competent and ethical educators	
Data Source	Internal data collection of daily email received, phone messages received, email responses and phone message responses. [Electronic]	
Owner	Licensure, Vickie Chamberlain (503) 378-6813	



1. OUR STRATEGY

We publish statistics daily regarding backlog on office data board. Review statistics frequently with staff. Offer motivational incentives during peak backlogs such as “pizza Friday.” Charts have been developed on the intranet to show daily progress on addressing backlogged email, phone calls,

document review and other critical services.

2. ABOUT THE TARGETS

The rationale for the targets is to get improved service but to also incorporate the reality of the summer peak period of incredibly large numbers of email and phone calls.

3. HOW WE ARE DOING

We are doing better than projected. The targets were developed based on anecdotal tracking of email and phone responses before we had data tracking ability in this area. Our data is only from July 1, 2006 through December 31, 2006. The data depicted is just for actually licensed educators and our contacts with them. TSPC received 16,158 email and phone calls in that period. July through October is the absolute peak period of activity for the office. Once we are able to see how the data for the fiscal year looks at the end of June, then we can consider adjusting our targets. It appears at first blush that they may be too low.

4. HOW WE COMPARE

No data at this time.

5. FACTORS AFFECTING RESULTS

During the summer months we can receive up to 200 email and another 50 to 70 phone messages a day. Staff receives and accepts phone calls from 7:30 to 5:30 p.m. daily. The phone messages are from people who were unable to reach a “live” public service representative. Any staff illness or other time away from the office results in further backlogs of an already difficult-to-manage stream of inquiries during those months. The expertise required to answer phone and email messages limits any usefulness that may be provided by temporary employees. We believe that if we maximize the speed of issuing licenses, procedurally, this will limit the number of phone and email inquiries regarding status.

6. WHAT NEEDS TO BE DONE

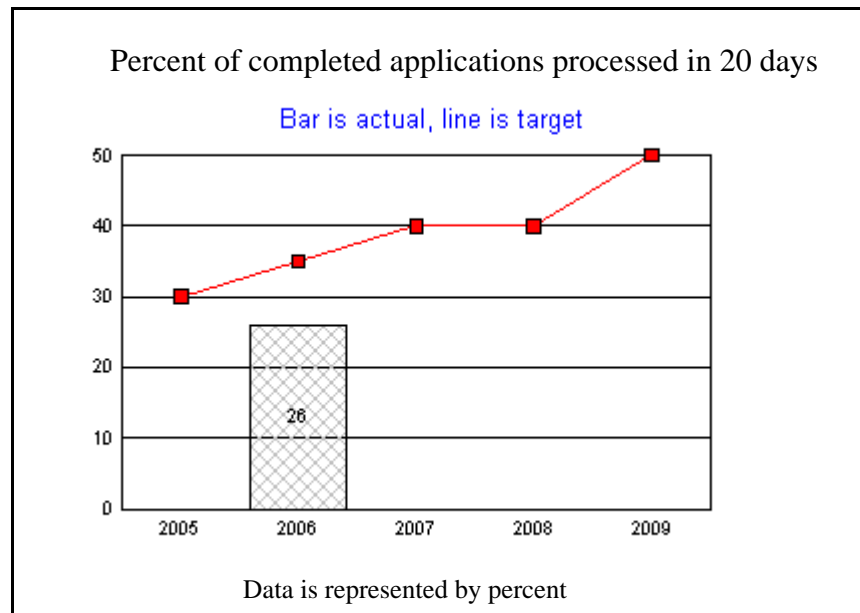
Improved communication to applicants informing them that multiple calls and emails on the same subject adds to the backlog and delays response times. Additionally, communications need to indicate that summer’s high volume prevents speedy responses to most inquiries and applications given

the current staffing in the office. Management is exploring: alternative work assignments that stagger staffing during the work day to get some rotation into answering email during the evening hours throughout July and August.

7. ABOUT THE DATA

This data is for six months only and only reflects the responses to licensed educators. The data includes all email and phone messages received and responded to from July 1, 2006 through December 31, 2006. Phone calls do not include the phone calls that are fielded “live” by staff during the day. It only includes the backlogged messages for folks who do not get through when they call. Additionally, the data do not include emails or phone calls received from non-licensed members of the public making inquiries for application packets. Of that group of approximately 4,100 email and phone calls our response rate was approximately 32% that were responded to within 3 days. Finally, the days are considered “working “days so percentage calculations included this as a factor.

KPM #2	APPLICANT CUSTOMER SERVICE – Percent of completed applications processed in 20 days.	
Goal	CUSTOMER SERVICE: Provide high quality services to all stakeholders.	
Oregon Context	AGENCY MISSION: The TSPC ensures that every student in Oregon is taught by caring, competent and ethical educators	
Data Source	Internal data collection of daily email received, phone messages received, email responses and phone message responses. [Electronic]	
Owner	Licensure, Vickie Chamberlain (503) 378-6813	



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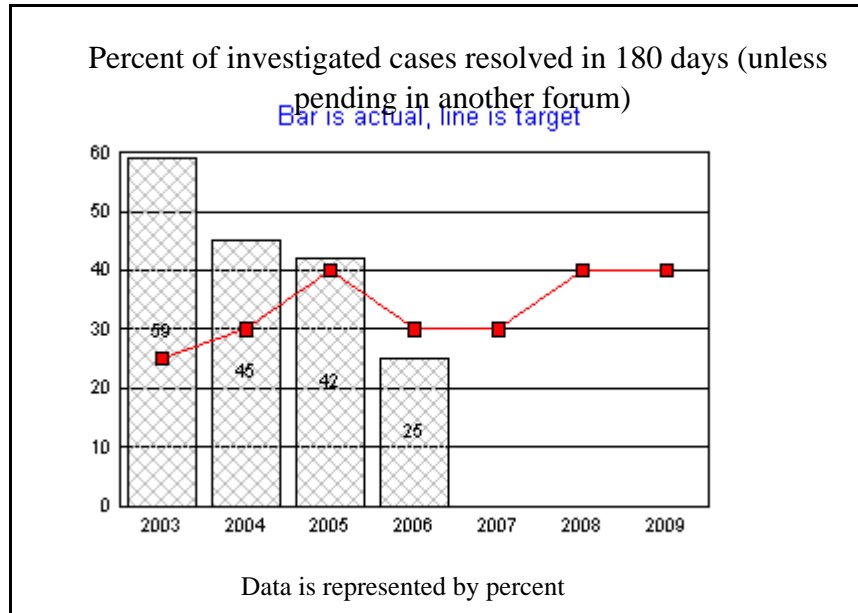
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KPM #3	INVESTIGATION SPEED – Percent of investigated cases resolved in 180 days (unless pending in another forum).	
Goal	CUSTOMER SERVICE: Provide high quality services to all stakeholders	
Oregon Context	AGENCY MISSION: The TSPC ensures that every student in Oregon is taught by caring, competent and ethical educators	
Data Source	Data collected continuously electronically, cases entered and tracked. Summary of progress at each commission meeting.	
Owner	Discipline, Melody Hanson, (503) 373-1260	



1. OUR STRATEGY

Our strategy to achieve this goal involves adding staff and reorganizing the work. We work closely with the Department of Justice on discipline cases to accomplish this goal.

2. ABOUT THE TARGETS

Discipline cases should be processed as quickly as possible. Resolving cases in 180 days would be a sign of expeditious action. Higher is better.

3. HOW WE ARE DOING

In 2003, the rate of resolving cases was nearly 60%. The trend for 2006 shows a significant worsening at less than ½ of the 2003 rate.

4. HOW WE COMPARE

No data

5. FACTORS AFFECTING RESULTS

A dramatic increase in reported incidents has resulted in a significant backlog. Additionally, more educators are contesting the charges resulting in more hearings, which takes time and also delays the ability to resolve a case quickly. Investigators must travel statewide to investigate which further affects their ability to complete investigations quickly. The complexity of the case, the number of witnesses and the geographic location of the case also affect results.

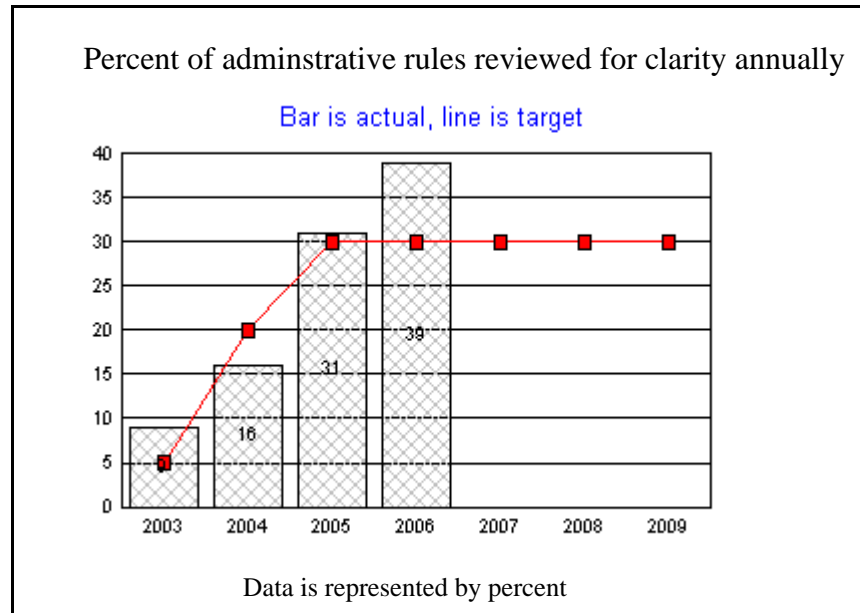
6. WHAT NEEDS TO BE DONE

The work needs to be redesigned and staffing needs to be increased in order to resolve cases more quickly.

7. ABOUT THE DATA

This data was collected for calendar years and is the most common way we have tracked this data. [Calendar years align with the appointment of commissioners and we track the data based on the number of cases the commission considers at each of their meetings.]

KPM #4	ADMINISTRATIVE RULE REVIEW – Percent of administrative rules reviewed for clarity annually	
Goal	CLEAR AND CONCISE RULES: Maintain and develop clear, concise and easy to understand administrative rules	
Oregon Context	AGENCY MISSION: The TSPC ensures that every student in Oregon is taught by caring, competent and ethical educators	
Data Source	Reviewed rules are filed with the Secretary State for hearings and final adoption.	
Owner	Administration, Vickie Chamberlain, (503) 378-6813	



1. OUR STRATEGY

The agency introduces proposed rule changes at commission meetings and invites stakeholder input. Large policy issues are addressed by working with the key stakeholders in the licensure areas under review (e.g.: teaching; administration; school counseling; etc.)

2. ABOUT THE TARGETS

Rules are required to be reviewed regularly by agencies and the targets accomplished the statutory standards. Higher is better.

3. HOW WE ARE DOING

The agency has met or exceeded its goals for two years.

4. HOW WE COMPARE

No data.

5. FACTORS AFFECTING RESULTS

Commission staff time and other policy issues often can affect how many rules can be reviewed.

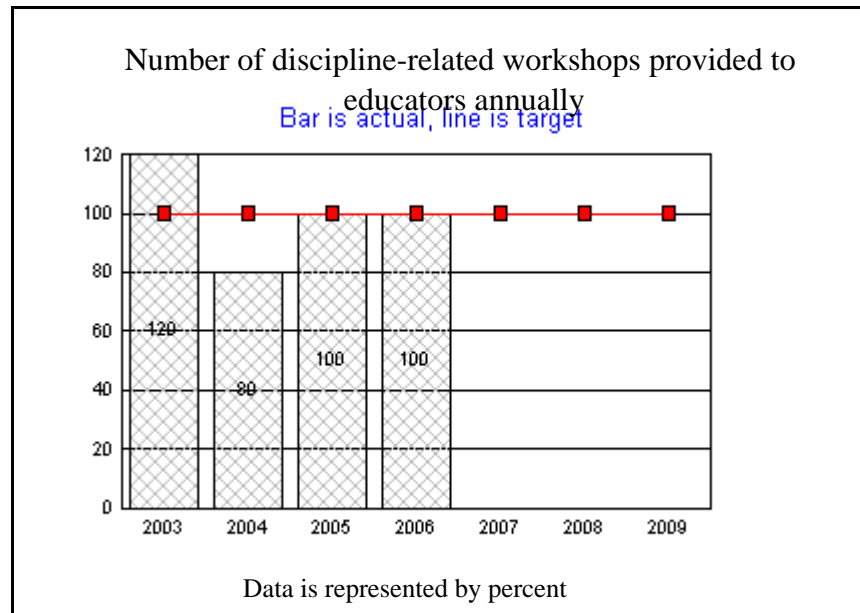
6. WHAT NEEDS TO BE DONE

Nothing at this time.

7. ABOUT THE DATA

The data is collected on the calendar year and measured through filings with the Secretary of State's office.

KPM #5	DISCIPLINE COMMUNICATION – Percent of discipline-related workshops provided to educators annually compared to the target of 15.	
Goal	PROFESSIONAL CONDUCT AWARENESS: Build awareness of professional conduct requirements	
Oregon Context	AGENCY MISSION: The TSPC ensures that every student in Oregon is taught by caring, competent and ethical educators	
Data Source	Enough description of data source/methodology to allow an auditor to validate the data. If desired, add detail under item #7, below.	
Owner	Discipline/Administration, Vickie Chamberlain, (503) 803-9918	



1. OUR STRATEGY

The strategy is to let school districts and higher education institutions know that TSPC staff is available to talk with licensed educators and candidates for licensure.

2. ABOUT THE TARGETS

The rationale for the targets was based on counting the actual number of workshops conducted in 2003 and building that number up to one that is reasonable based on staffing, yet aimed at increasing awareness of ethical standards of professional practice.

3. HOW WE ARE DOING

We are meeting our goal of 15 workshops per year.

4. HOW WE COMPARE

No data.

5. FACTORS AFFECTING RESULTS

Factors affecting results include staff workload and availability for presentations.

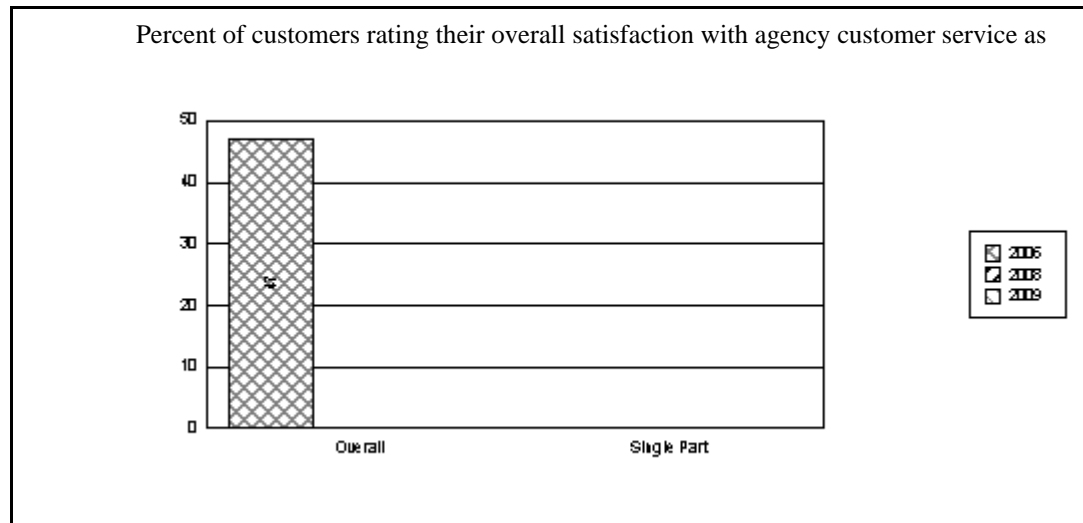
6. WHAT NEEDS TO BE DONE

Staff needs to be increased in order to accomplish greater numbers in this area.

7. ABOUT THE DATA

The reporting cycle for this is the calendar year. The data is collected by number of workshops completed. The numbers for the current year are 15 workshops completed. The goal is to get to 25 workshops per year. The results in the chart are depicted in percentages instead of numbers.

KPM #6	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
Goal	CUSTOMER SERVICE: Provide high quality services to all stakeholders
Oregon Context	AGENCY MISSION: The TSPC ensures that every student in Oregon is taught by caring, competent and ethical educators
Data Source	Enough description of data source/methodology to allow an auditor to validate the data. If desired, add detail under item #7, below.
Owner	Administration, Keith Menk, (503) 378-3757



1. OUR STRATEGY

Our strategy is to improve our customer service, thereby improving the results.

2. ABOUT THE TARGETS

The targets were based on the first sets of results we received early in 2006. Higher is better.

3. HOW WE ARE DOING

Not as well as we thought.

4. HOW WE COMPARE

No data.

5. FACTORS AFFECTING RESULTS

We are unable to analyze at this time. Applicants have asked for the ability to leave comments. We are working on that. Also, the data only reflects licensure service.

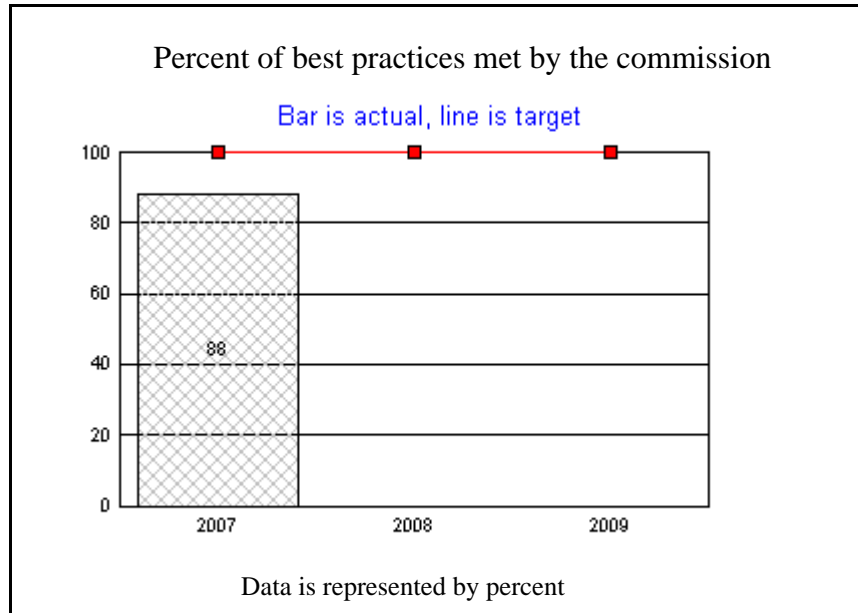
6. WHAT NEEDS TO BE DONE

We need to expand the pool of “customers” to include higher education and stakeholder interest groups, not just licensure. Additionally, we are working on refining the questions and adding comments to the survey as requested by several respondents.

7. ABOUT THE DATA

The reporting cycle is February 2006 through December 31, 2006. [The survey was first conducted in February.]

KPM #7	GOVERNANCE PERFORMANCE MEASURE - Percent of best practices met by the commission	
Goal	CUSTOMER SERVICE: Provide high quality services to all stakeholders	
Oregon Context	AGENCY MISSION: The TSPC ensures that every student in Oregon is taught by caring, competent and ethical educators	
Data Source	Conduct survey of board members of their perception of governance goal achievement	
Owner	Administration, Vickie Chamberlain, (503) 378-6813	



1. OUR STRATEGY

Annually check best practices achievement during commission meeting.

2. ABOUT THE TARGETS

The targets were established based on a preliminary analysis of the practices by the commission.

3. HOW WE ARE DOING

The commission meets 15 of the 17 best practice indicators

4. HOW WE COMPARE

No data.

5. FACTORS AFFECTING RESULTS

The commission does not frequently hire agency executive directors. [The current director is only the third director since 1973.] For the last hiring process, the process was developed prior to the hiring process but was not codified.

6. WHAT NEEDS TO BE DONE

Continuous review and awareness maintained about the practices

7. ABOUT THE DATA

This data would be collected on a fiscal year as the annual business meeting for the commission is during the late summer months.

TEACHER STANDARDS and PRACTICES COMMISSION

III. USING PERFORMANCE DATA

Agency Mission: To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregon's students.

Contact: Vickie Chamberlain

Contact Phone: 503-378-6813

Alternate:

Alternate Phone:

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<ul style="list-style-type: none"> * Staff : Management staff participated with Commission to develop measures * Elected Officials: Not involved * Stakeholders: Members of public invited into the discussion when measures initially adopted. * Citizens: Not involved.
<p>2 MANAGING FOR RESULTS</p>	<p>The statistics related to the efficiency measures are published daily and posted within the office. The intranet also contains charts indicating daily progress toward achieving and managing pending workload such as emails pending, applications pending review and documents pending review. In the past year we have created the intranet system, (still under development). The customer service survey results have been shared with the commission at two of the 5 meetings since we started collecting the information.</p>
<p>3 STAFF TRAINING</p>	<p>No staff training on performance measures in the past year.</p>
<p>4 COMMUNICATING RESULTS</p>	<ul style="list-style-type: none"> * Staff : White board with updated statistics daily. * Elected Officials: Through the budget process * Stakeholders: Through the budget process. * Citizens: Through publication of our meeting minutes on the Web