

ADMINISTRATIVE SERVICES, DEPARTMENT of
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	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.
2	FORECAST RELIABILITY - Percent of Advisory Committee and Council Members who rank the reliability of the Office of Economic Analysis' forecasts as good to excellent.
3	FINANCIAL REPORTING - Number of years out of the last five that State Controller's Division wins GFOA Certificate of Achievement for Excellence in Financial Reporting.
4	STATE WORKFORCE TURNOVER - Annual turnover rate for the state workforce.
5	STATE WORKFORCE DIVERSITY - Racial/ethnic diversity in the state workforce as a percentage of the total civilian labor force.
6	FLEET ADMINISTRATION - Statewide Fleet Administration evaluated as effective by independent party.
7	RENT COSTS - Uniform rent costs per square foot as a percent of private market rates.
8	IT GOVERNANCE - Percent of the state's major IT projects with a budget or schedule variance of plus 5% as reported in the quarterly major IT project portfolio report for which a mitigation plan is submitted in response to a DAS requirement.
9	E-GOVERNMENT - Percent of agency business process that have been automated: a) customer to agency; b) customer to agency to accounting system (end-to-end).
10	INFORMATION SECURITY - Percentage of actions identified in HB 3145, or the resulting Enterprise Security Office Strategic Plan, completed on time.
11	INFORMATION SECURITY BUSINESS RISK - Percentage of identified business risk that is remediated.
12	PROCUREMENT EFFECTIVENESS - Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement.
13	RISK MANAGEMENT - Annual number of: a) worker's compensation; b) liability; c) property; and, d) total claims per 100 FTE.

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
14	SUSTAINABILITY - Percentage reduction in greenhouse gas emissions.
15	HEALTH POLICY - Percent of key healthcare policy stakeholders who rate the a) usefulness, b) objectivity, c) reliability of healthcare data provided by Office for Health Policy and Research (OHPR) as good or excellent.
16	DATA CENTER - Percentage of time systems are available.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: ECONOMIC FORECAST-Forecast reliability based on whether OEA's forecast error falls within the 95 percent confidence interval of historical average error for each of its forecasts</p> <p>Rationale: Original Measure- KPM #2 Forecast ReliabilityAccuracy of forecast is a more direct measure. The current wording on the KPM applies to all forecasts withinOEA, while the survey is only done for the Economic forecast. Surveys have suffered from low response ratesand are subject to bias. The survey asks for perception of reliability, whereas an accuracy measure can offer harddata.</p>
NEW	<p>Title: REVENUE FORECAST-Forecast reliability based on whether OEA's forecast error falls within the 95 percent confidence interval of historical average error for each of its forecasts</p> <p>Rationale: Original Measure- KPM #2- Forecast ReliabilityAccuracy of forecast is a more direct measure. The current wording on the KPM applies to all forecasts withinOEA, while the survey is only done for the Economic forecast. Surveys have suffered from low response ratesand are subject to bias. The survey asks for perception of reliability, whereas an accuracy measure can offer harddata.</p>
NEW	<p>Title: POPULATION FORECAST-Forecast reliability based on whether OEA's forecast error falls within the 95 percent confidence interval of historical average error for each of its forecasts</p> <p>Rationale: Original Measure- KPM #2- Forecast ReliabilityAccuracy of forecast is a more direct measure. The current wording on the KPM applies to all forecasts withinOEA, while the survey is only done for the Economic forecast. Surveys have suffered from low response ratesand are subject to bias. The survey asks for perception of reliability, whereas an accuracy measure can offer harddata.</p>
NEW	<p>Title: CORRECTIONS POPULATION FORECAST-Forecast reliability based on whether OEA's forecast error falls within the 95 percent confidence interval of historical average error for each of its forecasts</p> <p>Rationale: Original Measure- KPM #2- Forecast ReliabilityAccuracy of forecast is a more direct measure. The current wording on the KPM applies to all forecasts withinOEA, while the survey is only done for the Economic forecast. Surveys have suffered from low response ratesand are subject to bias. The survey asks for perception of reliability, whereas an accuracy measure can offer harddata.</p>
NEW	<p>Title: OREGON YOUTH AUTHORITY FORECAST-Forecast reliability based on whether OEA's forecast error falls within the 95 percent confidence interval of historical average error for each of its forecasts</p> <p>Rationale: Original Measure- KPM #2- Forecast ReliabilityAccuracy of forecast is a more direct measure. The current wording on the KPM applies to all forecasts withinOEA, while the survey is only done for the Economic forecast. Surveys have suffered from low response ratesand are subject to bias. The survey asks for perception of reliability, whereas an accuracy measure can offer harddata.</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: GREENHOUSE GAS EMISSIONS-Reduction in Greenhouse gas emissions for DAS Operations; based on an incremental percentage (0,1,2) decrease in gas emissions for operations.</p> <p>Rationale: Original Measure: KPM #14 SUSTAINABILITY- Percentage reduction in greenhouse emissions This is elaborating on the the original measure that was to go into affect in the 2007/09 reporting cycle. Data Source, methodology and targets had not yet been established.</p>
NEW	<p>Title: INFORMATION SECURITY - Overall information security maturity rating based on a sample of state agencies. Rating achieved using a compilation and aggregate score based on the ISO 27002 standard and assigning a rating using the Carnegie-Mellon Capability Maturity Model. (3rd party conducting information security business risk assessments)</p> <p>Rationale: Original KPM # 10Current KPM measures completion of tasks rather than value added to information security at the state. Is difficult to baseline and assumes each task has equal value in implementation of HB3145</p>
NEW	<p>Title: FLEET ADMINSTRATION - Reduce DAS Fleet Vehicle greenhouse gas emissions; based on an incremental percentage (0,1,2) decrease on vehicle gas emissions.</p> <p>Rationale: Original Measure- KPM #6- Fleet AdministrationGovernor's EO 06-02: Sustainability for the 21st Century. Aligns with DAS Fleet strategy to reduce greenhousegas emissions by increasing the use of alternative fuels and purchasing green vehicles.</p>
NEW	<p>Title: PROCUREMENT EFFECTIVENESS - Represents the comparative value of a "market basket" (sample of goods or services) of high-usage items purchased from DAS statewide price agreements, compared to other government and corporate prices. Based on achieving a cost ratio of 91.5% or less for goods and services.</p> <p>Rationale: Original Measure KPM # 12, target needs to be expressed as 91.5% cost ratio instead of 8.5% discount ratio.</p>
NEW	<p>Title: RISK MANAGEMENT - Annual number of: a) workers' compensation per 100 FTE</p> <p>Rationale: Replacement of KPM#13. This is one of the four components previously rolled up into KPM#13. Three of the four components will now have a distinct KPM ; total claims per FTE is being replaced, with Workers comp cost per \$100 of payroll; each component has its own distinct target</p>
NEW	<p>Title: RISK MANAGEMENT- b) Annual number of Liability claims per 100 FTE</p> <p>Rationale: Replacement of KPM#13. This is one of the four components previously rolled up into KPM#13. Three of the four components will now have a distinct KPM; total claims per FTE is being replaced, with Workers comp cost per \$100 of payroll; each component has its own distinct target</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: RISK MANAGEMENT- c) Annual number of Property claims per 100 FTE</p> <p>Rationale: Replacement of KPM#13. This is one of the four components previously rolled up into KPM#13. Three of the four components will now have a distinct KPM; total claims per FTE is being replaced, with Workers comp cost per \$100 of payroll; each component has its own distinct target</p>
NEW	<p>Title: RISK MANAGEMENT- Workers' Compensation cost per \$100 of payroll</p> <p>Rationale: Original Measure KPM # 13 previously reported four components as an aggregate total. (a. worker' compensation, b.liability, c. property and d. total claims per 100 FTE. Components a, b and c have been broken out into their ownKPM. Component d has been eliminated and we are instead providing KPM data on the costs to the statecompared to all Oregon Employers (Workers comp cost per \$100 of payroll)</p>
DELETE	<p>Title: FORECAST RELIABILITY - Percent of Advisory Committee and Council Members who rank the reliability of the Office of Economic Analysis' forecasts as good to excellent.</p> <p>Rationale: Original KPM # 2 was deleted and replaced with five individual forecast accuracy measures.Accuracy of forecast is a more direct measure. The current wording on the KPM applies to all forecasts withinOEA, while the survey is only done for the Economic forecast. Surveys have suffered from low response rates and are subject to bias. The survey asks for perception of reliability, whereas an accuracy measure can offer hard data</p>
DELETE	<p>Title: FLEET ADMINISTRATION - Statewide Fleet Administration evaluated as effective by independent party.</p> <p>Rationale: Continue to track current KPM#6 internally. Proposing replacement KPM that measures DAS Fleet greenhouse gas emissions; this is a better indicator of the environmental impact of DAS Fleet.</p>
DELETE	<p>Title: E-GOVERNMENT - Percent of agency business process that have been automated: a) customer to agency; b) customer to agency to accounting system (end-to-end).</p> <p>Rationale: This KPM was originally selected to measure progress in applying online payments to state business processes asa way of determining the level of agency business process automation.This KPM is not adequate for a number of reasons:1. The universe of 'agency business processes' is virtually impossible to define2. E-commerce is only one facet of the E-government program3. Agency readiness and capability are strong factors in the rate of completing online payment applications4. The program can no longer know about all the online transactions</p>
DELETE	<p>Title: INFORMATION SECURITY - Percentage of actions identified in HB 3145, or the resulting Enterprise Security Office Strategic Plan, completed on time.</p> <p>Rationale: As written it is difficult to baseline and measure. The proposed replacement KPM provides a baseline and a measurement tool that is specific to the maturing of information security.KPM #10 and KPM #11 were deleted and one new KPM is being proposed INFORMATIONSECURITY, Overall information security maturity rating based on a sample of state agencies</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	<p>Title: INFORMATION SECURITY BUSINESS RISK - Percentage of identified business risk that is remediated.</p> <p>Rationale: As written it is difficult to baseline and measure. The proposed replacement KPM provides a baseline and a measurement tool that is specific to the maturing of information security. KPM #10 and KPM #11 were deleted and one new KPM is being proposed INFORMATION SECURITY, Overall information security maturity rating based on a sample of state agencies</p>
DELETE	<p>Title: PROCUREMENT EFFECTIVENESS - Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement.</p> <p>Rationale: Formerly KPM #12; target needs to be expressed as 91.5% cost ratio instead of 8.5% discount ratio.</p>
DELETE	<p>Title: RISK MANAGEMENT - Annual number of: a) worker's compensation; b) liability; c) property; and, d) total claims per 100 FTE.</p> <p>Rationale: Delete current KPM #13 and break out the four KPM#13 components into separate measures. Add a new measure that shows cost per for workers compensation.</p>
DELETE	<p>Title: SUSTAINABILITY - Percentage reduction in greenhouse gas emissions.</p> <p>Rationale: Replaced with GREENHOUSE GAS EMISSION-Reduction in gas emissions for DAS Operations. The new KPM is expanding upon the existing KPM; now has data source with a baseline and targets</p>
DELETE	<p>Title: HEALTH POLICY - Percent of key healthcare policy stakeholders who rate the a) usefulness, b) objectivity, c) reliability of healthcare data provided by Office for Health Policy and Research (OHPR) as good or excellent.</p> <p>Rationale: Original Measure- KPM #15- HEALTH POLICY Due to the passage of SB 329, effective July 1, 2007, the Office for Health Policy and Research was transferred from Department of Administrative Services (DAS) to Department of Human Services (DHS)</p>

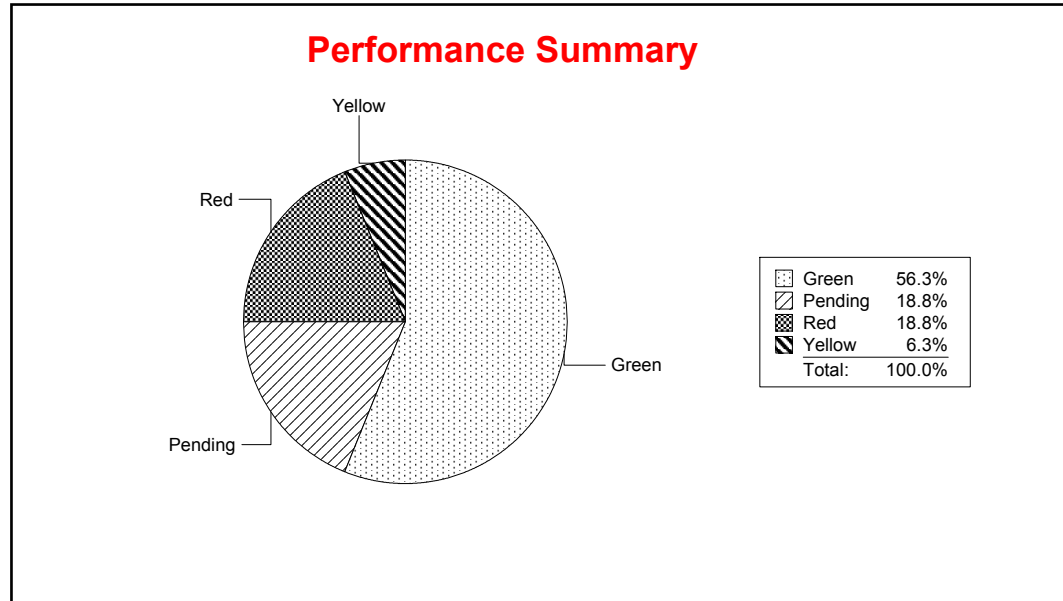
Agency Mission: Lead the pursuit of excellence in state government.

Contact: Mini Kobbervig

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1. SCOPE OF REPORT

The Department of Administrative Services’ (DAS) key performance measures (KPMs) were revamped in the last year to align with the DAS Strategic Plan goals and strategies. Goal 1: Excellent customer service• Strategy: Foster excellent customer relations• Strategy: Deliver timely and accurate informationGoal 2: Effective policies with clear direction• Strategy: Involve key stakeholders in policy development• Strategy: Use information to improve policiesGoal 3: Efficient and effective government infrastructure• Strategy: Ensure appropriate oversight and cost containment• Strategy: Optimize performanceGoal 4: Adaptable government for future generations• Strategy: Lead efforts to define and implement statewide visions• Strategy: Ensure state government’s workforce needs are met• Strategy: Protect the state’s information assets and systems• Strategy: Advance sustainable business practices in government. The KPMs in this report cover the 2007-2009 biennium. DAS continues to look at better aligning the KPMs with the Business Plans, and the Strategic Plan. As a result, DAS either has recommended elimination of some measures or requested an adjustment or new KPMs for the 2009-11 biennium.

2. THE OREGON CONTEXT

Much of the work of DAS is oriented toward Governor Kulongoski’s principle of stable, efficient and accountable state government, and the DAS mission to lead the

pursuit of excellence in state government. DAS also links to Oregon Benchmarks (OBM) #35—Governing Magazines ranking of public management quality.

3. PERFORMANCE SUMMARY

The performance results are grouped into three categories: making progress, not making progress, and progress unclear. KPMs listed in the making progress category are those where a performance target was met or exceeded, those in the not making progress category are KPMs that did not meet targeted performance. Progress unclear includes KPMs that are no longer meaningful or do not yet have sufficient history to measure against. Nine of the current measures are in the making progress category, six are in the unclear category and one is in the not making progress category. A request for elimination of six of the six KPMs in the unclear category, and three of the nine KPMs in the making progress category are listed in the 09/11 budget forms. Six of the nine KPMs submitted for elimination have been requested as new KPMs which will allow for better tracking of the data, they are as follows: Forecast Reliability, Fleet Administration, Information Security, Procurement Effectiveness, Risk Management, and Sustainability; KPM numbers 2, 6, 10, 12, 13 and 14 respectively. This is expected given that DAS continues to better align its performance measurement system. DAS continually reviews the effectiveness and validity of the data collection and makes efforts to improve upon the data that will be shared with all interested parties.

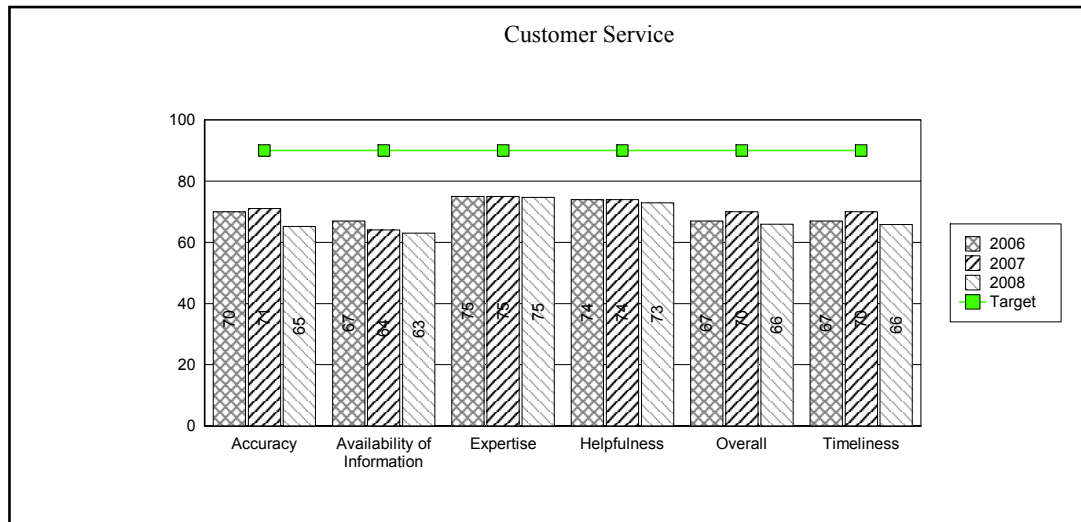
4. CHALLENGES

DAS continues to address two challenges to improve on performance measures use and reporting. The first is to develop measures that are more effective and meaningful. This challenge is being addressed by divisions taking responsibility for development of program performance measures, tying them to the Business Plans, which in turn tie in to the Strategic Plan. Additionally quarterly progress evaluation forums are held by the Director's office. The expectation is that this process will allow DAS to over time, identify, measures of performance that are more effective and meaningful. The second challenge is creating appropriate data tracking structures and documenting processes to consistently report on KPMs. DAS' Internal Audits Division is working with different divisions to ensure that data sources and methodology are consistent with the reporting structures. The KPMs are an integral part of the Business Plan quarterly reports. Additionally, Internal Audits has incorporated a complimentary piece, business risk assessments to the Business Plan. The Business Plan quarterly discussion addresses these issues in part, by reporting progress to date; this will identify issues or concerns, much earlier in the process.

5. RESOURCES AND EFFICIENCY

The DAS Legislative Approved Budget total for the 2007-09 biennium is \$1,117,151,115. Thirty six percent of this budget is actually non-operating expenditures such as, general fund distributions, pension bond and other debt service. Remaining funds, which are largely fees and assessments, cover DAS operations. Assessments are charges to agencies based on an allocation formula. Fees are monies collected for services provided by DAS.

KPM #1	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.	2006
Goal	Excellent customer service	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	DAS' Annual Customer Satisfaction Survey	
Owner	Mini Kobbervig, Director's Office, 503-378-8267	



1. OUR STRATEGY

The strategy is to foster excellent customer relations, which links to the DAS strategic planning goal of excellent customer service.

2. ABOUT THE TARGETS

The target was set at 90 percent for all service criteria. This value was selected based on the department's commitment to excellent customer service.

3. HOW WE ARE DOING

The average customer satisfaction rating is 65.9 percent, which is significantly below the goal of 90 percent. This indicates a need to take action to improve. Ratings were lowest for overall Policy and Clear Direction, Information Availability , and highest for expertise, and helpfulness. The DAS Combined Customer Service Survey Results are available at:
http://www.das.state.or.us/DAS/directors_survey.shtml.

4. HOW WE COMPARE

The 2008 survey was conducted under the 2006 established customer service guidelines, and we currently have three years of data. While other state and Federal agencies do customer satisfaction surveys, there is no known comparable agency that aligns with the department's customer pool and survey methodology.

5. FACTORS AFFECTING RESULTS

The methodology used gave the entire selected customer population the opportunity to evaluate the service criteria for all applicable department service areas. This introduced some self-selection bias into the survey. It is impossible to know the impacts of this bias on the survey results. In addition, the survey has become more cumbersome to administer due to the complexity of the agency and its many divisions within; this has resulted in a lower response rate.

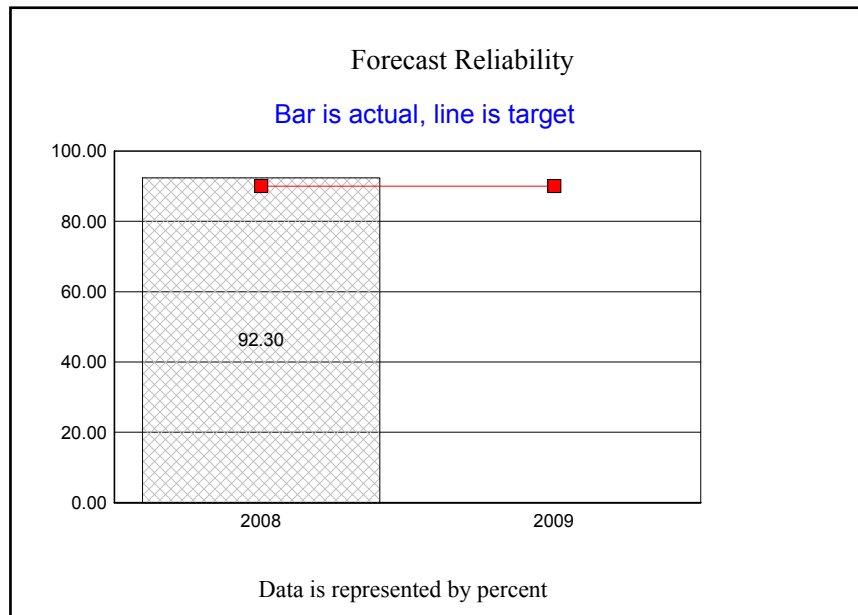
6. WHAT NEEDS TO BE DONE

The survey results have contributed to the department defining strategies for ensuring excellent customer service. Each division was tasked with identifying the themes in the survey, focusing on their particular strengths and weaknesses and creating an action plan to address those areas. From these combined themes the department also created an overall action plan to address the customer service needs.

7. ABOUT THE DATA

The Department has committed to conducting an annual customer satisfaction survey. The next survey is scheduled to be administered in January 2009. The population is defined as the direct users of DAS services, which for most divisions, it is state agency heads, managers, and administrative service staff. The survey was administered using Survey Tracker software. This methodology is selected because of the department's commitment to allowing all customers the opportunity to evaluate services. More information about the survey methodology and data collection methods is available in the DAS Combined Customer Service Survey Results at: http://www.das.state.or.us/DAS_directors_survey.shtml.

KPM #2	FORECAST RELIABILITY - Percent of Advisory Committee and Council Members who rank the reliability of the Office of Economic Analysis' forecasts as good to excellent.	2007
Goal	Efficient and effective government infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Annual survey completed by the Office of Economic Analysis	
Owner	Tom Potiowsky, Chief Economist, 503-378-3452	



1. OUR STRATEGY

This measure links to the DAS strategy of optimizing performance. Specifically, OEA strives to produce the most reliable Oregon Economic and Revenue Forecast possible each quarter.

2. ABOUT THE TARGETS

The targets were initially set to keep in line with the DAS Customer Service Survey targets. The Office of Economic Analysis survey attained a 92.3 percent result.

3. HOW WE ARE DOING

Although actual results have fallen slightly from 2005 to 2007, results are up for 2008 and remain just above the raised target levels. The results suggest that Advisory and Council Members are very satisfied with the reliability of the economic forecast. The sample size has been increased for the 2007 and 2008 surveys but still remains too small to draw reliable conclusion based on the data collected.

4. HOW WE COMPARE

The Office of Economic Analysis (OEA) results are significantly higher than results for similar surveys in other areas of the department. Even with the increased sample size, it is not appropriate to draw conclusions from comparative analysis.

5. FACTORS AFFECTING RESULTS

The population for this particular survey, though expanded, is still too small to draw any reliable conclusions from the data.

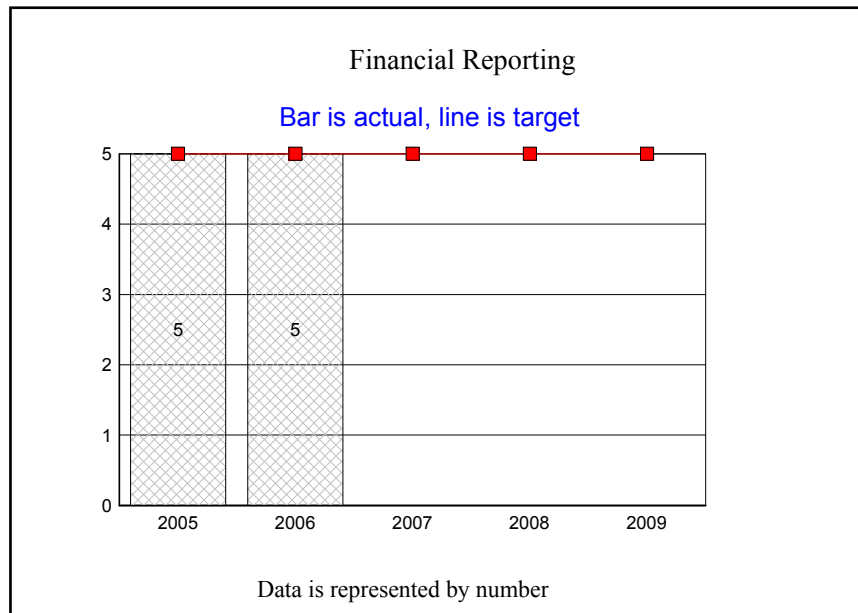
6. WHAT NEEDS TO BE DONE

OEA needs to find ways to increase the response rate to the survey. This will help with drawing inferences as to OEA's ability to provide quality products and service. Starting with the 2009-11 biennium, OEA is proposing to change its targets to reflect forecast accuracy. OEA will continue with an internal survey of Advisory and Council Members as well as participate in the DAS Annual Customer Service Survey.

7. ABOUT THE DATA

These results from 2005 and 2006 are from the DAS Annual Customer Service Survey. Survey results for 2007 and 2008 are from a direct survey administered by OEA. For the 2008 survey, total responses for OEA were 13, a 39 percent response rate.

KPM #3	FINANCIAL REPORTING - Number of years out of the last five that State Controller's Division wins GFOA Certificate of Achievement for Excellence in Financial Reporting.	1999
Goal	Efficient and effective government infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	GFOA coordinates the review and awards the certificate.	
Owner	Kathy Ross, State Controller's Division, 503-373-7277 ext. 253	



1. OUR STRATEGY

Our strategy is to efficiently and effectively manage and coordinate financial reporting activities, which links to the DAS strategic planning goal of efficient and effective government infrastructure.

2. ABOUT THE TARGETS

The target, or goal, is to be awarded the Certificate of Achievement for Excellence in Financial Reporting every year. This goal was selected based on the State Controller's Division's (SCD) commitment to efficient and effective infrastructure. Attainment of this goal demonstrates that the Division efficiently and effectively utilizes its resources to achieve excellence in financial reporting.

3. HOW WE ARE DOING

SCD has met the target every year since this measure was adopted. Receipt of the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award signifies that the State's Comprehensive Annual Financial Report (CAFR) meets the high standards of the GFOA program, including receiving an unqualified audit opinion. Earning the certificate demonstrates fiscal accountability, compliance with accounting and financial reporting standards, and a commitment to full and clear disclosures.

4. HOW WE COMPARE

Participation in the GFOA Certificate of Achievement program is voluntary. For FY 2006, 39 state governments submitted their annual financial report to the GFOA for review. All 39 state governments received the award. For fiscal years 2004 and 2005, 95 percent of the states that submitted their reports for review received the award. The source for comparisons is a separate report issued by the GFOA. The results for FY 2007 are not available at this time.

5. FACTORS AFFECTING RESULTS

The extent and complexity of new accounting and financial reporting standards promulgated by the Governmental Accounting Standards Board (GASB) affects our results. Implementation of new standards on a statewide basis requires focusing resources to plan, modify systems as needed, update policies, and provide training to state agencies. Other factors affecting results include fiscal staffing levels at state agencies, level of staff expertise, turnover, and the ability of each agency to provide timely and accurate information for the fiscal year end closing.

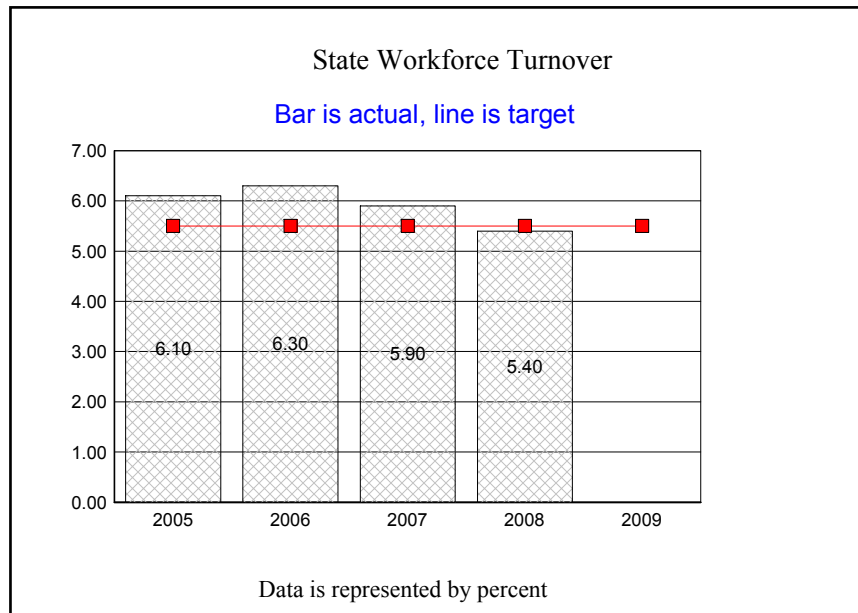
6. WHAT NEEDS TO BE DONE

SCD needs to recruit and retain highly competent professionals and invest in staff training to keep abreast of new accounting and financial reporting standards. In addition, SCD needs to continue to devote sufficient resources to plan for implementation of new standards, modify systems as needed, and provide clear guidance through policies and training for agency fiscal services staff.

7. ABOUT THE DATA

The data reported is based on Oregon's fiscal year, which ends June 30. Results of the GFOA review are based on an independent, objective analysis performed by members of the GFOA's Special Review Committee using a comprehensive checklist.

KPM #4	STATE WORKFORCE TURNOVER - Annual turnover rate for the state workforce.	1999
Goal	Adaptable government for future generations	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Reports taken from the statewide position and personnel database (PPDB)	
Owner	Jen Coney, Human Resource Services Division, 503-378-6303	



1. OUR STRATEGY

The strategy is to create a work environment and employment opportunities to attract diverse and skilled workers.

2. ABOUT THE TARGETS

Provide a stable, knowledgeable workforce that is well-trained and able to provide quality service to the state's citizens. Create an environment that enables the state to be the employer of choice.

3. HOW WE ARE DOING

For July 1, 2007 - June 30, 2008, the state's resignation rate of 5.4 percent meets our target. A total of 1,765 employees resigned during the 2007-2008 fiscal year. The overall turnover-rate, which includes retirements, is slightly higher at 9.6 percent, which is over 1 percent lower than last year.

4. HOW WE COMPARE

Oregon compares favorably with turnover data from the U.S. Department of Labor. The U.S. Department of Labor's statistics on the resignation rate for state and local governments from September 2006 through August 2007 was 7.8 percent, compared with Oregon's 6.3 percent, in 2006 (July 1, 2005- June 30, 2006) and 5.9 percent in 2007 (July 1, 2006 - June 30, 2007).

5. FACTORS AFFECTING RESULTS

The growing economy is a factor affecting the results. Companies have been hiring more, as is evidenced by the low national and Oregon unemployment rates, which were both 5.5 percent respectively. The demand for workers to fill jobs has been high in recent years, however, the economy has significantly slowed, which we anticipate will be reflected in future data. The primary reasons for employees leaving the state workforce are shown in Table 1. The top secondary reasons for leaving are shown in Table 2. Table 1 Primary Reason for Leaving In-State (Public) 11.5% In-State (Private) 12.6% Out-State (Public) 3.0% Out-State (Private) 1.9% Education 3.1% Relocation 9.0% Military Service 0.3% Stay Home 8.3% Resign w/o Reason 50.3% Total 100.0% Table 2 (Top 7 Reasons) Secondary Reason for Leaving Work/Life Balance Issues 7.6% Own or Family Health Reasons 6.2% Compensation or Benefits Issues 5.1% Change of Duties 4.4% Transportation or Commute Issues 2.3% Other 3.9% Personal (Will Not Disclose) 70.5% Total 100%

6. WHAT NEEDS TO BE DONE

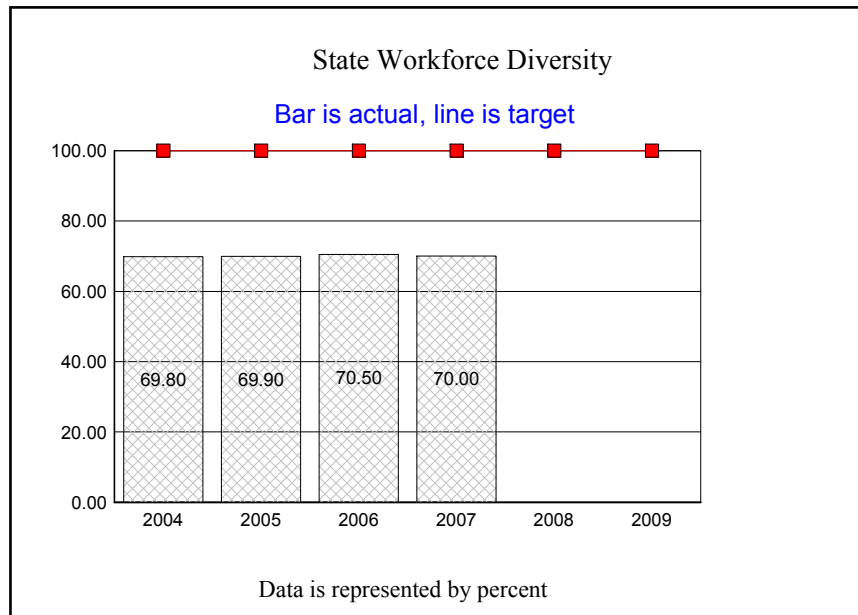
The state needs to continue to request departing employees to participate in the exit survey tool so we can obtain accurate and complete data to help determine why employees leave state service. Over half of departing employees elect to resign without designating a reason, so information gathered in an exit survey would enable more effective analysis.

7. ABOUT THE DATA

The state's turnover ratio is based on voluntary separations (excluding retirement) between July 1, 2007, and June 30, 2008. Of the 1,765 employees who voluntarily left state service during that time only 405 completed the state's exit survey tool. There were 888 employees who chose not to identify his or her reason for leaving state service. Continuing to obtain a higher percentage of completed exit surveys

will increase the Division's confidence level in identifying which issues need to be addressed.

KPM #5	STATE WORKFORCE DIVERSITY - Racial/ethnic diversity in the state workforce as a percentage of the total civilian labor force.	1999
Goal	Adaptable government for future generations	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Reports taken from the statewide position and personnel database (PPDB) and Oregon Employment Department workforce analysis report.	
Owner	Jen Coney, Human Resource Services Division, 503-378-6303	



1. OUR STRATEGY

The strategy is to create a work environment and employment opportunities to attract and retain diverse and skilled workers.

2. ABOUT THE TARGETS

The target was set at 100 percent. This value was selected to represent the State's commitment to cultural diversity in the workplace. As one of Oregon's largest

employers, the State must set the example for other employers by striving to have a workforce that is as diverse as Oregon's population.

3. HOW WE ARE DOING

Since 2004, the State has made modest progress toward reaching its target.

4. HOW WE COMPARE

We are unable to identify private or public employers who maintain comparable statistics.

5. FACTORS AFFECTING RESULTS

Many minority communities do not consider the State of Oregon as a potential employer and the Division continues to work through job and career fairs to market the State as one of Oregon's largest employers to these groups. In partnership with state agencies, the Division is in the process of changing the state application process from a paper-driven process to a web-based process, increasing exposure to employment opportunities with the State. The state's outreach efforts show that we have made progress, but still have work to do in providing information on state government job opportunities to minority communities.

6. WHAT NEEDS TO BE DONE

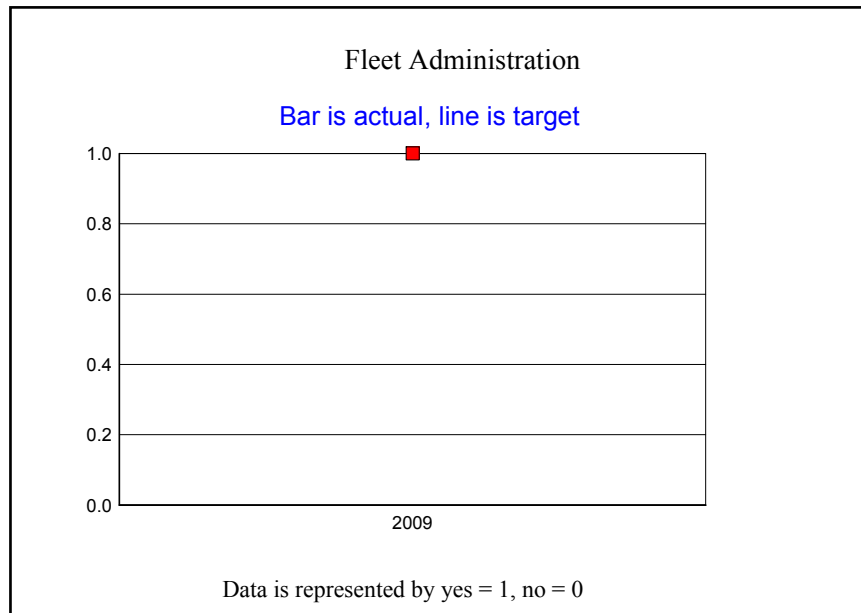
The Division will continue its outreach efforts and look for ways to broaden its marketing to increase recruitment and retention of a diverse workforce. In partnership with the Governor's Affirmative Action Office, the Division implemented a statewide exit survey to help identify reasons for voluntary separation from state service. The Division continues to encourage agencies to use this useful tool, and in time we anticipate the survey will provide valuable information to help identify areas the State needs to focus on to improve its ability to retain a skilled, experienced and diverse workforce.

7. ABOUT THE DATA

The state government workforce data is from the statewide employee information database; the Position and Personnel Database (PPDB). It represents employee data for all state agencies other than the Oregon University System. The percentage of the State's workforce identified in a minority group on December 31, 2007, was 12.32%. The Oregon labor force data is obtained from the Oregon Employment Department's annual workforce analysis report and is representative of the statewide labor force; it is available by the end of each October for the prior year (e.g. 2008 data is available in late October 2009). The percentage of Oregon civilian labor force is identified as belonging to a minority group in 2006 was 15 percent.

ADMINISTRATIVE SERVICES, DEPARTMENT of	II. KEY MEASURE ANALYSIS
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KPM #6	FLEET ADMINISTRATION - Statewide Fleet Administration evaluated as effective by independent party.	2007
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	DAS Fleet systems, other state fleet systems	
Owner	Jim Denno, State Services Division, 503-373-7723	



1. OUR STRATEGY

To evaluate DAS Fleet to ensure industry best practices are being followed and that Fleet remains among the national leaders in fleet efficiency and innovation.

2. ABOUT THE TARGETS

The biennial review target is set in ORS 283.343 At least biennially, the Oregon Department of Administrative Services shall examine compliance with rules adopted

pursuant to ORS 283.340 by state agencies owning vehicles. The department shall submit biennially to the Joint Legislative Audit Committee a management report on state-owned motor vehicles that includes: (1) Summaries of agency compliance examinations, with specific emphasis on non-complying state agency fleets;(2) Numbers of motor vehicles, listed by model and by state agency;(3) Mileage utilization of motor vehicles, listed by state agency;(4) Operating cost per mile of motor vehicles, listed by state agency; and(5) Recommendations for increasing motor vehicle utilization, for decreasing the overall motor vehicle population and for absorbing non-complying state agency fleets into the motor pool.

3. HOW WE ARE DOING

The previous review shows Fleet making remarkable improvements in many of the fleet operations over the past ten years or so that these reviews have been conducted. We expect continued improvements across all of Fleet's areas of responsibility.

4. HOW WE COMPARE

DAS Fleet is evaluated for compliance with applicable state and federal regulatory requirements. Additionally DAS Fleet seeks recommendations from a qualified fleet consulting firm regarding the effectiveness of our fleet operations.

5. FACTORS AFFECTING RESULTS

The fleet consulting firm compares DAS Fleet against national best practices such as: maximization of vehicle use, maintenance productivity, vehicle replacement standards, and fuel efficiency.

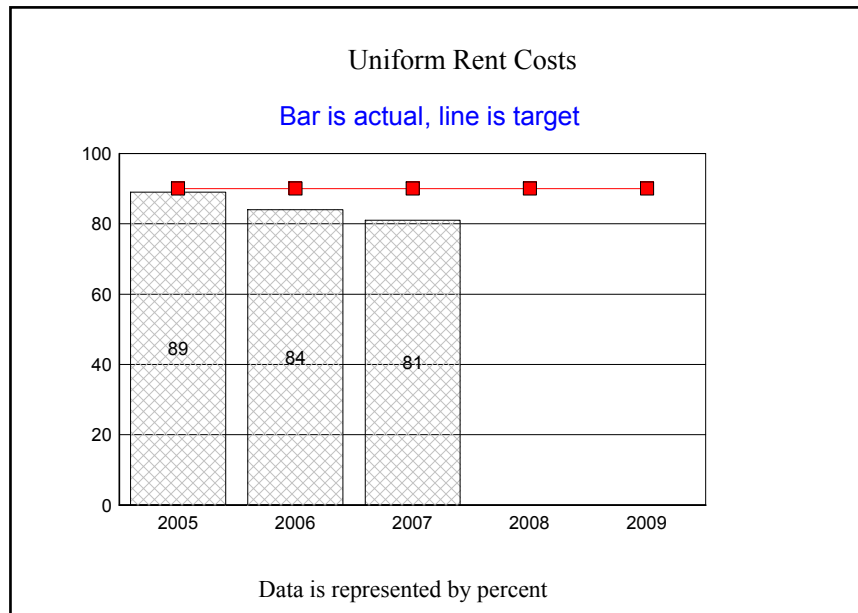
6. WHAT NEEDS TO BE DONE

The biennial review is due in 2009. No review is required for 2008. We have begun the process for selecting an independent party for the 2009 review.

7. ABOUT THE DATA

The data is drawn from DAS Fleet tracking systems and other state fleet systems.

KPM #7	RENT COSTS - Uniform rent costs per square foot as a percent of private market rates.	1999
Goal	Efficient and effective government infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	State office costs compared to the Salem/Keizer Office and Retail Survey, prepared by PGP Valuation Inc.	
Owner	Nancy Brown, Facilities Division, 503-373-7187	



1. OUR STRATEGY

The strategy is to provide efficient and effective government infrastructure through appropriate oversight and cost containment processes.

2. ABOUT THE TARGETS

The measure compares private industry to lease rates in state-owned buildings. State office lease rates are considered equivalent to private market rates when the

performance is at 100 percent. In pursuing cost-containment strategies, a target was set at a value below private industry rates. Successful performance achieves a percentage rate that is at or below the annual target rate.

3. HOW WE ARE DOING

For 2007, the goal for Uniform Rent was to be at or below the target of 90 percent; at 81 percent of the private lease rate, the goal was achieved. The mission of DAS Facilities is to provide well-maintained buildings at a good value for the state agencies who are our tenants. DAS Facilities also represents state agencies in leasing privately-owned buildings in the Salem-Keizer market and throughout the state; comparing costs between Uniform Rent and private leases demonstrates DAS Facilities to be a value-oriented building owner while at the same time securing fair and equitable leases in the private sector.

4. HOW WE COMPARE

Private industry is constantly comparing rates through private survey mechanisms in an effort to remain competitive. This measure allows us to check our internal rates against theirs to ensure we are providing good value to state agencies. There are some challenges with making a straight comparison because DAS expects to break even on their services (excess revenues are either returned to the agencies or used for capital expenditures) and provides more services, such as more comprehensive building maintenance and security systems, for their rent cost. There is no other known state government comparator that Facilities might use.

5. FACTORS AFFECTING RESULTS

Supply and demand remains the single largest factor in private office rental rates. A struggling economy often results in lower rent rates; however, building has also slowed; in 2007 private rent rates in the Salem/Keizer area rose 3 percent over 2006. Office vacancy rates in the Salem/Keizer area have fallen to 8.06 percent in 2007, indicating that demand for a limited supply of office space was a contributing factor for higher rents rates in the privately-owned buildings. Lease rates in state-owned buildings are set in advance and are calculated on actual costs independent of supply and demand.

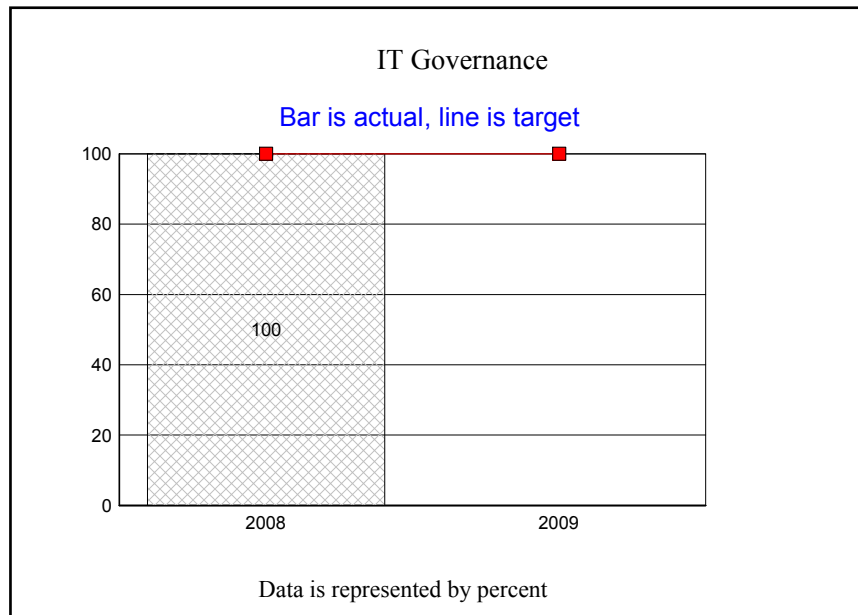
6. WHAT NEEDS TO BE DONE

The Uniform Rent rate has remained level for the past two biennia, but it will be increased to \$1.40 in the 09-11 biennium. This increase is due in part to offset the rising cost of utilities and building materials, but is still below the market average identified in the Powell Valuation Inc. report. The Facilities Division plans to continue cost containment strategies for state agencies leasing office space in DAS owned buildings.

7. ABOUT THE DATA

The Uniform Rent rate is developed biennially through the budget process as approved by the Legislature, and published in the Price List of Goods and Services. Industry rent rates and vacancy rates are taken from the Powell Valuation Inc. report, published annually in March or April; therefore, the 2008 data will not be available until the spring of 2009. The data is based on an annual survey of commercial lease rates and the report has become an established resource for the public and private sector. DAS selected the Salem/Keizer Office & Retail Survey 2007 study due to the fact the majority of DAS buildings that are charged the Uniform Rent rate are located in the Salem/Keizer area. More information about the survey is available at www.powellvaluation.com.

KPM #8	IT GOVERNANCE - Percent of the state's major IT projects with a budget or schedule variance of plus 5% as reported in the quarterly major IT project portfolio report for which a mitigation plan is submitted in response to a DAS requirement.	2007
Goal	Effective policies with clear direction	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Quarterly Major IT project reports	
Owner	Sean McSpaden, Enterprise Information Strategy & Policy Division, 503-378-5257	



1. OUR STRATEGY

The strategy is to provide appropriate oversight and cost containment processes, which links to the DAS strategic goal of effective policies with clear direction. The DAS EISPD Information Technology Investment and Planning (ITIP) section leads statewide IT-related planning, budgeting, and policy development efforts. ITIP is responsible for monitoring and overseeing the state's major IT projects.

2. ABOUT THE TARGETS

We selected the target of 100 percent submission of mitigation strategies to reinforce our existing reporting requirements and the use of accepted industry standards for project performance tracking and risk management. Risk assessment and mitigation strategy development are expected for all major IT projects (greater than \$1M). When project budget or schedule variance exceeds 5 percent project managers should consider implementing and/or revising existing mitigation strategies.

3. HOW WE ARE DOING

The KPM target of 100 percent was met during reporting period. The risk of not meeting this KPM target in future reporting periods is low.

4. HOW WE COMPARE

While other state and federal agencies track project schedule and budget variance there is no known agency with an identical Key Performance Measurement in place.

5. FACTORS AFFECTING RESULTS

Estimated project schedule and budget variance at project completion is reported by agencies on a quarterly basis as measured against the currently approved schedule baseline. Project budget and schedule baselines can change over time per project governance decision making processes.

6. WHAT NEEDS TO BE DONE

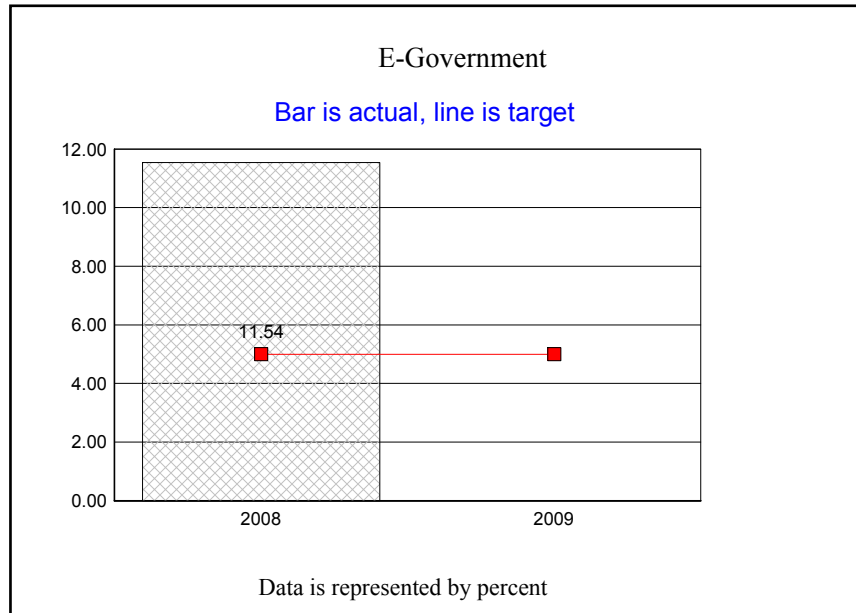
DAS EISPD plans to continue requiring agencies with major IT projects to report quarterly on estimated project budget and schedule variance, project risks and associated mitigation strategies.

7. ABOUT THE DATA

In accordance with statewide policy, state agencies with major IT projects are required to obtain the quality assurance oversight services of third party independent contractors and to report project status to DAS EISPD on at least a quarterly basis. In addition to reporting on estimated project schedule and budget variance at project completion, DAS EISPD reporting instructions require agencies to identify and report their the top three (3) project risks and associated mitigation strategies on a quarterly basis regardless of budget and schedule

variance status. More information regarding IT oversight of major IT projects and quarterly reporting requirements can be found on the web at: http://www.das.state.or.us/DAS/EISPD/ITIP/IT_Investment_Oversight.shtml

KPM #9	E-GOVERNMENT - Percent of agency business process that have been automated: a) customer to agency; b) customer to agency to accounting system (end-to-end).	2007
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	The data comes from the Calendar Year records of credit card transactions collected by Treasury and the SecurePay ecommerce online transactions amounts provided by the State Controllers Division.	
Owner	Wallace B. Rogers, Enterprise Information Strategy and Policy Division, 503-378-2973	



1. OUR STRATEGY

The strategy is to provide appropriate oversight and cost containment processes, which links to the DAS strategic goal of Efficient and Effective Government Infrastructure. The DAS EISPD E-Government Program is dedicated to helping state agencies move information, forms, and payment processes to the Internet to provide services to citizens for what they need, when they need it. Tracking the percentage of credit card transactions that move from manual counter processes to online processes is a key measure of payment process activity.

2. ABOUT THE TARGETS

The targets are set to increase 5 percent annually starting from a base of 2007. This reflects the increase of early activity and is a reasonable amount of growth within this industry.

3. HOW WE ARE DOING

The KPM target of a 5 percent increase was exceeded during the reporting period. Secure Pay eCommerce transactions in CY2007 was \$37,717,982 or 7.8 percent of the total credit card transaction amount of \$482,358,713. The projected amount of CY2008 transactions is 8.7 percent of the forecasted \$540,521,738. The increase in proportion of online transactions to total credit card transactions (8.7%-7.8%)/ 7.8 percent is an 11.54 percent increase.

4. HOW WE COMPARE

There are no known comparators. States are generally not tracking this movement from manual to online processes, although several are talking about using this as a performance measure.

5. FACTORS AFFECTING RESULTS

Several factors affect results, including the economy, the rate at which new applications are created for agencies, competition with other payment providers, the cost of agency transactions, and the rate at which the public decides to make payments to state agencies online.

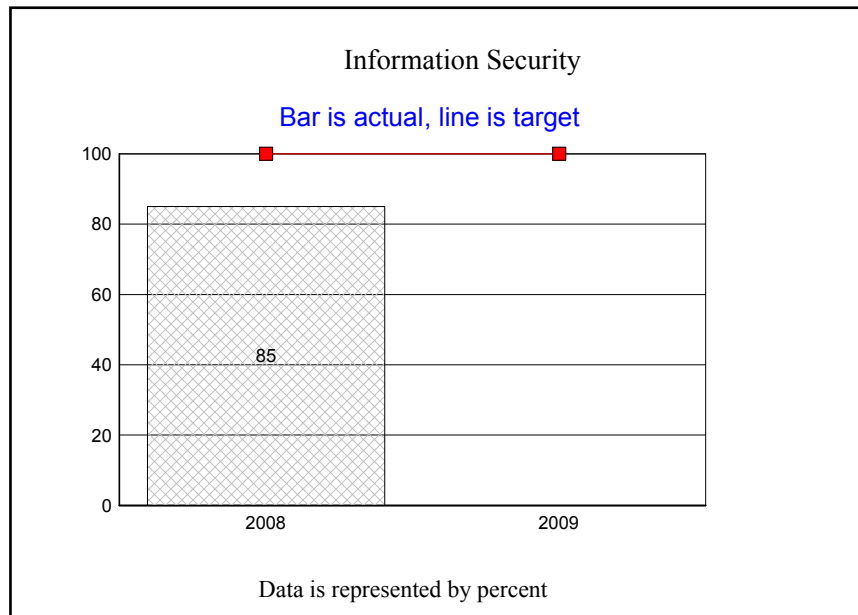
6. WHAT NEEDS TO BE DONE

This KPM has been submitted for deletion in the 09/11 biennium - approval has not yet been received. The KPM is focused too narrowly (e-commerce only) to accurately reflect the value or progress of the state's E-Government program.

7. ABOUT THE DATA

The data is summarized by calendar year annually by the Oregon State Treasury. The DAS State Controllers Division provides a yearly comparison of transactions to the E-government Program. The available data from the State Controller's Division is the total dollar amount of all credit card transactions processed (CC) on an annual basis and the total dollar amount of online Secure Pay transactions (OT). For each calendar year, the proportion of online transaction amounts to all credit card transaction amounts is calculated. The actual is then computed subtracting the prior year proportion from the current year and dividing the difference by the by the prior year proportion.

KPM #10	INFORMATION SECURITY - Percentage of actions identified in HB 3145, or the resulting Enterprise Security Office Strategic Plan, completed on time.	2007
Goal	Adaptable government for future generations	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Enterprise Security Office (ESO) Business Plan and progress reports	
Owner	Theresa Masse, State Chief Information Security Officer, 503-378-4896 , Enterprise Information Strategy and Policy Division	



1. OUR STRATEGY

The DAS strategy is to protect the state’s information assets and systems. The Enterprise Security Office (ESO) works to secure the confidentiality, integrity and availability of state information assets and systems by focusing on reducing risk, promulgating and implementing applicable policies, and developing standards and guidelines for implementation of security safeguards to mitigate the risk caused by threats and vulnerabilities. In these efforts, the ESO is working with state government agencies, the Legislature, county

governments, and national partners.

2. ABOUT THE TARGETS

House Bill 3145 (2005 Legislative Session, codified in ORS 182.122) and the resulting Strategic Plan provides direction to meet the goals identified in the Bill and resulting plan. By measuring progress against these actions, the agency can measure its success in developing the infrastructure and frameworks to assist state agencies and partners in reducing risk to information assets and systems.

3. HOW WE ARE DOING

House Bill 3145 was passed in the 2005 Legislative Session. DAS responsibilities outlined in the legislation and progress to date:

- An administrative rule was adopted December 2006
- Information Security Business Risk Assessment conducted with 13 participating agencies in 2007. Review of progress and re-assessment is scheduled for fall 2008.
- The results of the assessment were used to establish a baseline for future measures and leveraged in the development of the enterprise security strategic plan which was completed and approved in June 2008.
- An initial suite of six enterprise information security policies was identified, developed and approved and the seventh is awaiting approval.
- A statewide master contract was put in place to enable DAS and agencies to obtain vulnerability and assessment services. A vulnerability assessment for the State Data Center is in the planning stages.
- An enterprise incident response team was established using DAS resources and will be expanded to include participants from other agencies by 1Q 2008. A forensics lab was established 2Q 2007. DAS ESO staff have been trained and are conducting incident investigations including computer forensics.
- Seven communication forums have been held in 2007-08 to educate agencies on information security policies and topics.
- The State Data Center is actively monitoring network traffic and has established a local incident response capability to respond to identified threats. Significant improvements in the state network provide better protection for state information assets.

4. HOW WE COMPARE

Enterprise policies and security initiatives are based on recognized industry standards and best practices including the International Standards Organization (ISO) and National Institute of Standards and Technology (NIST). The results of the Information Business Risk Assessment conducted in 2007 indicate that the State of Oregon exists within the median range when compared to information security activities and awareness of other states.

5. FACTORS AFFECTING RESULTS

Delays in contracting (RFP development, proposal evaluation, contract negotiation, etc.) affected actual delivery dates in the 2006-2007 fiscal year for the strategic planning and assessment mandates in HB 3145. Implementation of an enterprise incident response and forensic

capability was delayed due to difficulty in timely hiring of qualified staff and in finding and remodeling an adequate and secure space for the forensic lab. Due to the impact of the information security assessments on agency operations and administrative functions, it was deemed necessary to include additional rounds of stakeholder review with stakeholder groups representing executive management of all agencies, business managers, information technology managers and information security professionals. This resulted in extra time needed for review and final implementation of the policies. In 4Q 2007 this process was standardized and streamlined for all policies.

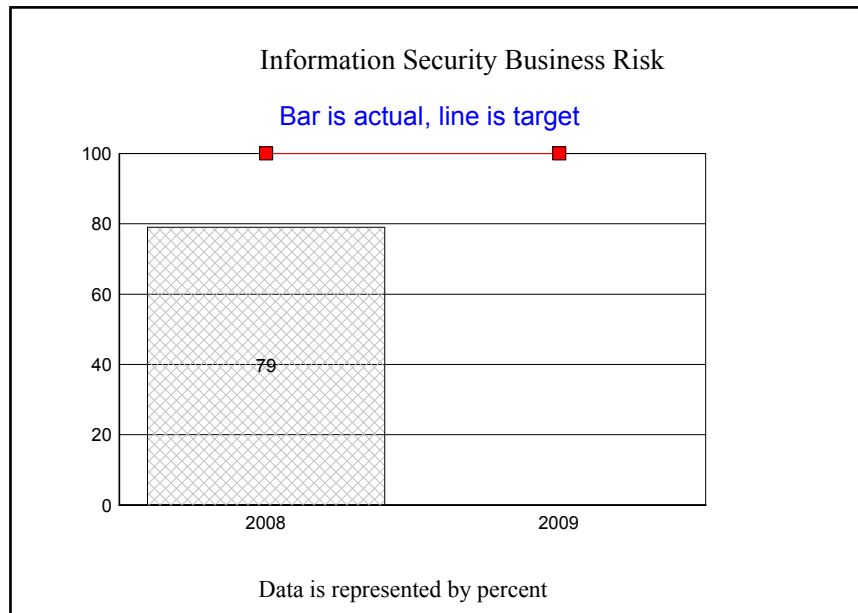
6. WHAT NEEDS TO BE DONE

Actions necessary to take in response to the assessments will be identified. Progress toward implementation of the actions will continue to be measured. Additional information security policies will be developed and run through established review, approval and issuance processes. Agencies will be trained on the policies and the ESO will facilitate agency implementation. It is anticipated these measures will be completed as part of the strategic planning effort that was initiated in 1Q 2008.

7. ABOUT THE DATA

The data is based on the actions completed to carry out the mandates of HB 3145. It is difficult to assess the relative weight of one action over another. The actions were measured based on percentage of completion and aggregated to a total percentage of HB3145 actions completed to date.

KPM #11	INFORMATION SECURITY BUSINESS RISK - Percentage of identified business risk that is remediated.	2007
Goal	Adaptable government for future generations	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Enterprise Security Office (ESO) assessment reports and data reports pulled from ESO's Assessments Database	
Owner	Theresa Masse, Enterprise Information Strategy and Policy Division, 503-378-4896,	



1. OUR STRATEGY

The DAS strategy is to protect the state’s information assets and systems. The Enterprise Security Office (ESO) works to secure the confidentiality, integrity and availability of state information assets and systems by focusing on reducing risk, promulgating and implementing applicable policies, and developing standards and guidelines for implementation of security safeguards to mitigate the risk caused by threats and vulnerabilities. In these efforts, the ESO is working with state government agencies and stakeholder groups.

2. ABOUT THE TARGETS

A regular cycle of risk and vulnerability assessments will identify potential areas of risk across the enterprise. If DAS and affected agencies are successful in identifying and remediating these risks and vulnerabilities, future assessment cycles should reflect an improved security posture. The baseline will be established using an information security business risk assessment.

3. HOW WE ARE DOING

The primary method for indicating performance against this measure is to report progress in remediating business risks identified in an enterprise information security business risk assessment. A contract is in place with a third party vendor, as required by HB3145 (2005 Legislative Session) and the initial assessments were conducted in 2Q 2007. The information security business risk assessment focused on the following areas:

- Security policy
- Organization of information security
- Asset management
- Human resources security
- Physical and environmental security
- Communications and operations management
- Access control
- Information system acquisition, development and maintenance
- Information security incident management
- Business continuity management
- Compliance

The average maturity rating for the state was a 1.8 which identifies the state as moving toward the “Managed” level of maturity. Results of the initial assessments provided a baseline for future measurements. Progress against the baseline measurements will be measured with a follow up assessment scheduled for Q4 2008.

4. HOW WE COMPARE

Assessments are subjective in nature and are primarily based on the professional judgement of those performing the assessments. At present, we are not aware of any specific industry-specified categories or quantitative measurement scenarios that can be used to measure results against similar organizations. The assessments conducted in 2Q 2007 utilized the International Organization for Standardization (ISO) information security standards ISO 27001 and 27002 to provide a framework for the assessment. The Carnegie Mellon Software Engineering Institute Capability Maturity Model Integration was used as a scale for demonstrating the current state of information security. From an overall maturity-level perspective, the assessment rated the State of Oregon as on par with other states. DAS will continue to work with state and national partners to identify potential risk categories, quantitative assessment methods, and the latest industry trends and industry-recognized practices that can be incorporated into the DAS model.

5. FACTORS AFFECTING RESULTS

Delays in contracting (RFP development, proposal evaluation, contract negotiation, etc.) affected actual delivery dates in the 2006-2007 fiscal year conducting the assessments necessary to identify business risks.

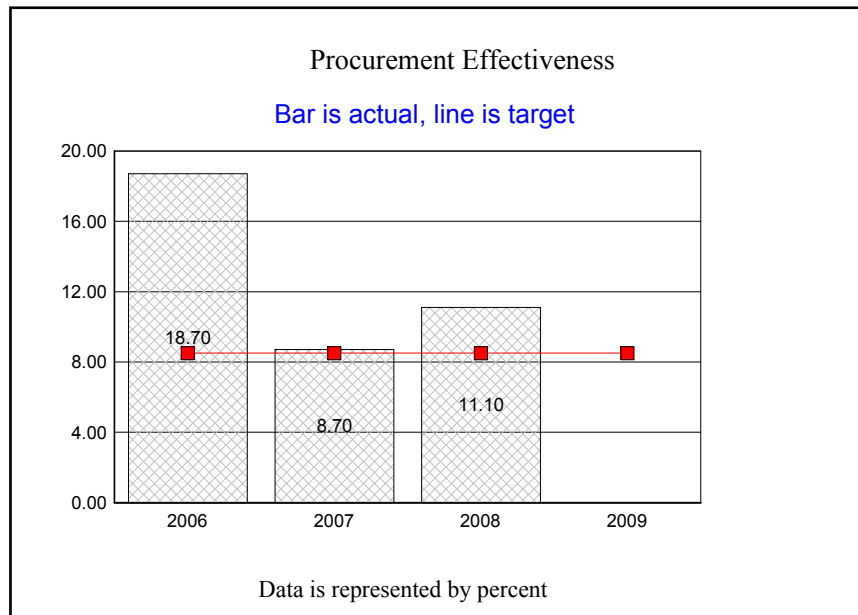
6. WHAT NEEDS TO BE DONE

Actions necessary to respond to the assessment results will be identified and measured as they are implemented. The ESO will work with agencies to facilitate the adoption of policies and to assist agencies in developing their own comprehensive information security plans.

7. ABOUT THE DATA

Data on risk will be produced with each completed assessment. Remediation efforts that address all risks identified in the assessment will be documented in a remediation plan. The percentage of risk remediated will be a measure of the percent completion of the remediation plan. This data collection and analysis strategy may need to be revisited once an actual assessment is complete.

KPM #12	PROCUREMENT EFFECTIVENESS - Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement.	1999
Goal	Efficient and effective government infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Data Systems in the State Procurement Office	
Owner	Dianne Lancaster, State Services Division, SPO, 503-378-3529	



1. OUR STRATEGY

The strategy is to contain procurement costs for state government through negotiated price agreements for goods and services commonly used by all state agencies. Over 450 local governments and educational entities also use these agreements as members of the Oregon Cooperative Procurement Program.

2. ABOUT THE TARGETS

A composite index of high-use commodities measures cost savings gained through statewide price agreements compared to equivalent government market pricing. DAS sets the annual target for the indexed commodities as a composite percentage of savings.

3. HOW WE ARE DOING

DAS established the index in 2002 and has achieved or exceeded the target for each year since. For FY 2008, the target composite percentage of savings is 8.5 percent. Total savings percentage achieved is 11.1 percent or 2.6 percent over the target.

4. HOW WE COMPARE

A market basket of five commodities - Vehicles, Computers, Office Supplies, Industrial Paper, and Cellular Phones - was compared against other state pricing as available (California, Washington, Colorado, Idaho). Also, we use pricing information from the federal General Services Administration (GSA) agreements, US Communities National Procurement Cooperative, Western States Contracting Alliance, and occasionally pricing from competitors to current vendors for the statewide contracts.

5. FACTORS AFFECTING RESULTS

There are many factors which affect results in each commodity. Some factors are external such as general industrial and economic events and trends. Some factors are internal, such as changes in customer demand and volume or the relative "age" of a contract. In reviewing this year's results, we note that four of the five commodities analyzed met or exceeded the target comparative percentage of savings of 8.5 percent. Vehicles, computers, office supplies and industrial paper all met or exceeded the target, cell phones were slightly below par.

6. WHAT NEEDS TO BE DONE

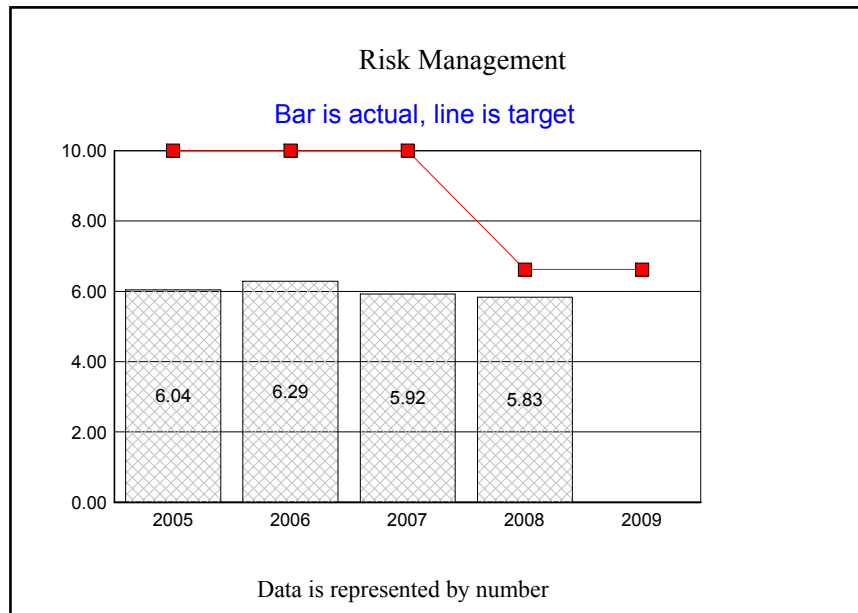
This performance measure seems to be standing the test of time. Procurement performance must continue to be measured on solid data that is relevant and responsive to the changing dynamics of industry, national economic trends, and government spending patterns. In addition, continual capture, monitoring and methodical analysis of spend data is necessary to help government contain costs through smart buying.

7. ABOUT THE DATA

The reliability and integrity of the data is good. DAS selects a very large sample of items from a diverse array of five categories of

contracted goods and related services for the measurement model. Volume sales data captured over a 12-month period in each category guarantees a rich representation and an accurate measure of procurement pricing effectiveness. This work is challenging and complex, however. Each commodity has distinct and different issues related to accurate price comparison measurement.

KPM #13	RISK MANAGEMENT - Annual number of: a) worker's compensation; b) liability; c) property; and, d) total claims per 100 FTE.	2007
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Risk Management Information System (RiskFolio)	
Owner	Pat Carrothers, State Services Division, Risk Management, 503-378-4665	



1. OUR STRATEGY

The strategy is to reduce the number of workers' compensation, liability, and property claims, thereby lowering the overall number of claims.

2. ABOUT THE TARGETS

The target rate is the average number of claims for the last five years for workers' compensation and liability and the average number of claims for the last three years for property. A request was submitted during the 05/07 legislative session to change the target from 10 to 6.62. The target was approved beginning in 07/09 to better align with the desired performance.

3. HOW WE ARE DOING

The combined claims rate has generally stabilized between 5.8 and 6.3 claims per 100 FTE over the last few years. The rate reduction in 2003 is attributed to a property loss deductible increase from \$500 to \$2500 which resulted in fewer property claims being filed with Risk Management. In 2008, total number of claims per 100 FTE decreased 2 percent, driven by a 9 percent drop in liability claims.

4. HOW WE COMPARE

The measure is used to compare our current rate to our historical rate. The 5.83 rate recorded in 2008 is the lowest rate in several years and below the target rate. A lower rate (actual) is exceeding the target.

5. FACTORS AFFECTING RESULTS

This measure aggregates results from workers' compensation, liability, and property claims. Unusual events in any given year in any one of these categories will result in atypical results for the aggregated measure.

6. WHAT NEEDS TO BE DONE

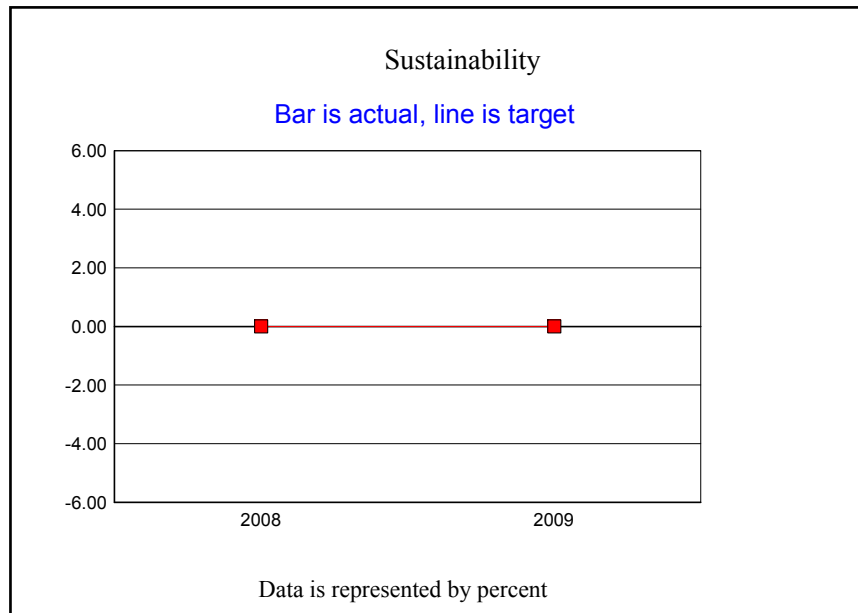
To decrease number of workers compensation "time-loss" claims, Risk Management initiated the Safety and Wellness Leadership Initiative (SWLI), a state government-wide initiative to improve workplace safety, wellness, and return-to-work opportunities for state employees. Risk Management is working closely with state agency safety managers and technical advisors to build resources and support-systems to enhance state government efforts to drive cultural change around safety and wellness in state agencies. A new Risk Management Information System (RMIS) is due to come on line in late 2008 and is expected to improve claims reporting and analysis capabilities. Risk Management is also establishing an advisory group of state agencies to review trends and focus on future loss control initiatives.

7. ABOUT THE DATA

The initial KPM has been in existence since 1999, a wording revision was Legislatively approved for the 07/09 biennium, making the

current KPM effective since 2007. However, some historical data is provided as reference. Reporting cycle is based on the fiscal year. Data is typically available annually by the end of August although there are occasions when it is available earlier. A proposed KPM change for 09/11 has been submitted for consideration. The proposed KPM will disaggregate it into individual components; worker's compensation per 100 FTE, liability claims per 100 FTE, property claims, per 100 FTE and workers' compensation cost per \$100 of payroll.

KPM #14	SUSTAINABILITY - Percentage reduction in greenhouse gas emissions.	2007
Goal	Adaptable government for future generations	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Greenhouse Gas Emissions Interagency Team Report Initial Reporting Year Assessments and Recommended Best Practices	
Owner	Elin Shepard, Sustainability Coordinator, Facilities Division, 503-373-7132	



1. OUR STRATEGY

DAS developed a six-year plan to ensure we serve as a model for sustainability in state government to implement the Governor's sustainability and greenhouse gas reduction goals. The primary metric is to track our progress toward a fully sustainable DAS by using greenhouse gas emission reductions.

2. ABOUT THE TARGETS

The DAS target is in line with Governor Kulongoski's targets for state government: by 2010, stop the growth of greenhouse gas emissions; by 2020, reduce greenhouse gas emissions to 10 percent below 1990 levels; by 2050, reduce emissions to 75 percent below 1990 levels, and fully stabilize and eliminate their negative impacts. In 2007, the State of Oregon adopted the Clean Air, Cool Planet protocol (<http://www.cleanair-coolplanet.org/>) for tracking greenhouse gas emission reductions. The state agencies are measured on energy used in buildings, fuel used in fleets, and garbage generated from their direct operations. DAS will continue to track its progress in the same protocol, but plans to expand the items tracked to include internal operations and efficiencies by 2010. In addition, the state of Oregon adopted the 2006 baseline data, currently available; this data will be used to back cast to 1990 levels, thus creating a 1990 baseline to measure against.

Targets cannot yet be set, as back casting, process has not been completed.

3. HOW WE ARE DOING

The Greenhouse Gas Emissions Interagency Team Report that was released in August 2007 indicates that DAS emitted 35,106 tons of CO₂ over the year 2006. Since it was the first report of its kind, there is no comparison to show progress, but we will be taking action when the next report is generated in December 2008.

(http://governor.oregon.gov/Gov/2007_Legislative_Session/Correspondence/DAS_GHG_Report.pdf)

4. HOW WE COMPARE

The Greenhouse Gas Emissions Interagency Team Report report shows that DAS contributes 6.4 percent of the statewide total for agency operations. While this is a relatively small footprint for the state, it shows a starting point for future reductions.

5. FACTORS AFFECTING RESULTS

The methodology used only takes three factors into account for the reduction results, which is not a complete picture for the agency operations. Therefore, the results could be misleading. Future reports will include best practices that have a broader reach and should be more accurate.

6. WHAT NEEDS TO BE DONE

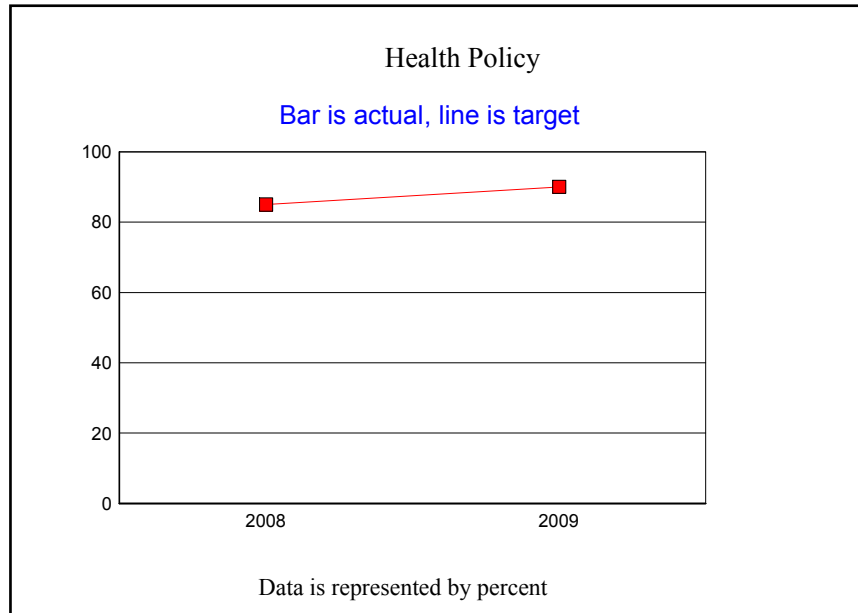
DAS will continue to coordinate and drive the process for the report development. This will ensure the methodology is broader in scope, more accurate, and that systems are developed for easier data collection from agencies. Additionally a back casting methodology can be established to build the data back to 1990 levels.

While DAS is already actively engaged in implementing our plan, a higher degree of accurate data collected for all agencies will improve the credibility and accountability of the reduction information.

7. ABOUT THE DATA

The Clean Air, Cool Planet protocol uses an established and scientific system of reflecting the various greenhouse emissions contributions and converting it into CO₂. While the system allows for more robust tracking definitions, the state agencies chose energy, fuel, and garbage to use in the first report.

KPM #15	HEALTH POLICY - Percent of key healthcare policy stakeholders who rate the a) usefulness, b) objectivity, c) reliability of healthcare data provided by Office for Health Policy and Research (OHPR) as good or excellent.	1999
Goal	Effective policies with clear direction	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Biennial survey data gather by OHPR staff.	
Owner	Jeanene Smith, Office for Health Policy and Research, 503-373-1625	



1. OUR STRATEGY

Due to the passage of SB 329, effective 7/1/07; the Office for Health Policy and Research was transferred from Department of Administrative Services to Department of Human Services. DAS is removing reporting requirement for this measure.

2. ABOUT THE TARGETS

Due to the passage of SB 329, effective 7/1/07; the Office for Health Policy and Research was transferred from Department of Administrative Services to Department of Human Services. DAS is removing reporting requirement for this measure.

3. HOW WE ARE DOING

Due to the passage of SB 329, effective 7/1/07; the Office for Health Policy and Research was transferred from Department of Administrative Services to Department of Human Services. DAS is removing reporting requirement for this measure.

4. HOW WE COMPARE

Due to the passage of SB 329, effective 7/1/07; the Office for Health Policy and Research was transferred from Department of Administrative Services to Department of Human Services. DAS is removing reporting requirement for this measure.

5. FACTORS AFFECTING RESULTS

Due to the passage of SB 329, effective 7/1/07; the Office for Health Policy and Research was transferred from Department of Administrative Services to Department of Human Services. DAS is removing reporting requirement for this measure.

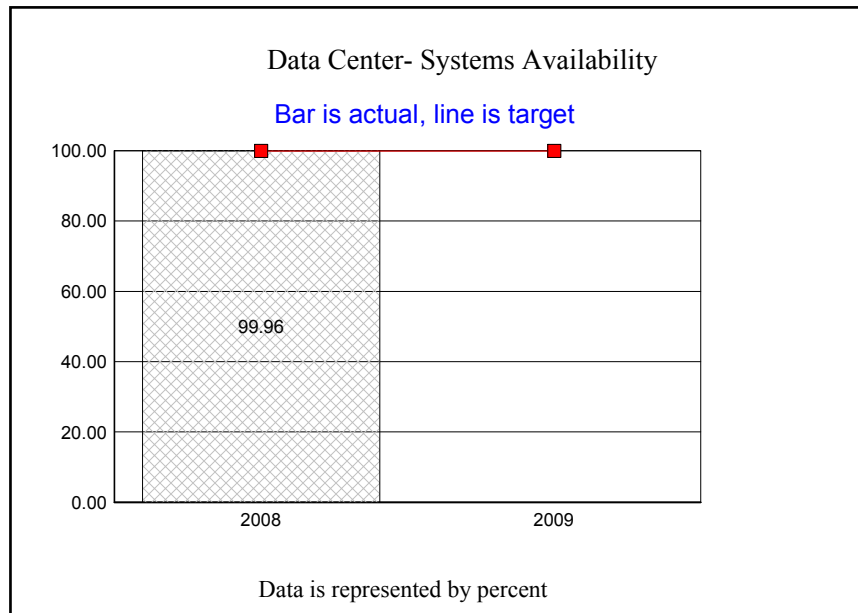
6. WHAT NEEDS TO BE DONE

Due to the passage of SB 329, effective 7/1/07; the Office for Health Policy and Research was transferred from Department of Administrative Services to Department of Human Services. DAS is removing reporting requirement for this measure.

7. ABOUT THE DATA

Due to the passage of SB 329, effective 7/1/07; the Office for Health Policy and Research was transferred from Department of Administrative Services to Department of Human Services. DAS is removing reporting requirement for this measure.

KPM #16	DATA CENTER - Percentage of time systems are available.	2007
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	Lead the pursuit of excellence in state government	
Data Source	Network and Computing availability monitoring tools	
Owner	Bryan Nealy, State Data Center, 503-373-0224	



1. OUR STRATEGY

The measure shows the availability of the State Data Center’s Information Technology environment to support the strategy of optimizing performance to provide efficient and effective government infrastructure.

2. ABOUT THE TARGETS

The target of 99.9 percent availability was reached through mutual agreement between the data center and its customers

3. HOW WE ARE DOING

The availability for 2008 is slightly above target. Additional detail is provided in section # 7, about the data.

4. HOW WE COMPARE

99.9 percent is a common availability goal for the data center industry

5. FACTORS AFFECTING RESULTS

The availability data still includes planned outages and false outage reports that cause the availability to be reported at lower value. As data collection is improved, we expect a higher availability will be reported

6. WHAT NEEDS TO BE DONE

Refine collection methods and define agreed service hours for each device. In addition, outdated and end-of-life equipment replacements will increase availability. Development of standard processes will ensure changes to systems can occur without causing unscheduled outages.

7. ABOUT THE DATA

The data was collected from various internal collection tools. The availability was reported in the following areas then averaged to show the overall availability: 100 percent on Mainframe systems, 99.94 percent on Enterprise Unix systems and 99.93 percent on Window/Linux systems. Availability for each area is calculated using the following formula: $(AST-DT)/AST=Availability$ AST=Agreed Service Time and DT=Down time The three area availability numbers are averaged to get the overall availability number

ADMINISTRATIVE SERVICES, DEPARTMENT of	III. USING PERFORMANCE DATA
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Agency Mission: Lead the pursuit of excellence in state government.

Contact: Mini Kobbervig	Contact Phone: 503-378-8267
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Alternate: Kris Kautz	Alternate Phone: 503-378-4691
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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff : DAS developed a strategic plan and took steps to align the KPMs to the plan. The strategic plan was developed with input from internal staff and managers, and with feedback from a small group of state agency directors. A draft plan was also shared with a state government strategic planning peer group. Additionally every division within DAS has created a business plan that aligns with the goals of the strategic plan. These plans were developed with input from staff and managers of the respective divisions.</p> <p>* Elected Officials:</p> <p>* Stakeholders: DAS developed a strategic plan and took steps to align the KPMs to the plan. The strategic plan was developed with input from internal staff and managers, and with feedback from a small group of state agency directors. A draft plan was also shared with a state government strategic planning peer group.</p> <p>* Citizens:</p>
<p>2 MANAGING FOR RESULTS</p>	<p>The department’s focus has been on developing the tools and processes required to manage for results. With strategic and business plans in place, and the realignment of agency-wide and division KPMs, the agency is now poised to have quarterly progress and performance evaluation discussions. The quarterly discussions are designed to promote the Plan, Do, Check methodology. Quarterly discussions, will allow us to identify issues or concerns, much earlier in the process, and make adjustments when prudent.</p>
<p>3 STAFF TRAINING</p>	<p>Over the last year, several training sessions were provided to all Performance Measure Coordinators. One session covered components of a system of managing for results, and types of KPMs. Another session covered documenting results and using the new KPM reporting Web Based system. Planning and performance measurement discussions were also held within DAS at executive staff meetings. The theme of these meetings was to identify measures that would more accurately reflect the focus of DAS. This resulted in reviewing existing KPMs and recommending changes, deletions or new measures.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : The Annual Performance Progress Report is the primary vehicle that DAS uses to communicate performance results. The results are posted on DAS’ web page, with a contact name and number http://www.das.state.or.us/DAS/about_us.shtml Additionally, the results are communicated at executive staff meetings, which in turn are communicated to the individual division management and staff.</p>

* **Elected Officials:** The Annual Performance Progress Report is the primary vehicle that DAS uses to communicate performance results to external stakeholders and is posted online at: http://www.das.state.or.us/DAS/about_us.shtml

* **Stakeholders:** The Annual Performance Progress Report is the primary vehicle that DAS uses to communicate performance results to external stakeholders and is posted online at: http://www.das.state.or.us/DAS/about_us.shtml

* **Citizens:** The Annual Performance Progress Report is the primary vehicle that DAS uses to communicate performance results to external stakeholders and is posted online at: http://www.das.state.or.us/DAS/about_us.shtml