

# Fundamentals Management Map

November 2015

**FOUNDATIONS**

**MISSION**

**We serve state government to benefit the people of Oregon.**

- Service means implementing the decisions of the Governor and policy makers.
- Service means taking the lead on behalf of state government.
- Service means partnering with our customers to achieve desired outcomes.
- Service means delivering the best value for every dollar spent by state government.

**VISION**

**We model value-driven leadership to provide services and develop policy.**

- By taking an enterprise view of government operations, we implement cost-effective, efficient, and sustainable policies and practices.
- By listening and responding to our employees, customers and stakeholders, we provide the best possible customer service and policy guidance.
- By continuously improving, we lead by example.

**VALUES**

- **Partnership.** We seek to understand each other's interests and work for our mutual success.
- **Communication.** We engage in clear exchanges with our employees, customers and stakeholders.
- **Acceptance.** We allow failure as a tool for improvement.
- **Integrity.** We adhere to the principles of honesty, stewardship and responsibility for our actions.
- **Innovation.** We find creative and flexible solutions to business problems.
- **Diversity.** We employ and welcome a highly qualified workforce from all ethnicities, cultures and backgrounds.
- **Sustainability.** We act today to meet Oregon's present and future needs.

**OUTCOME GOALS**

Effective, high-quality leadership, governance and oversight

The right service, at the right time, for the right price

A knowledgeable, skilled, diverse and engaged workforce

**STRATEGIES**

Implement a shared leadership model of governance by engaging stakeholders

Advocate for effective policies & remove barriers to success

Provide choices to customers with regards to services received

Provide a culture of continuous improvement by delivering on our commitments & using data to derive decisions on performance

Invest in our employees' development

**CORE PROCESSES VALUE STREAM**

LEAD STATE GOVERNMENT	LEAD THE FINANCIAL ENVIRONMENT	LEAD THE IT ENVIRONMENT	LEAD THE HR ENVIRONMENT	COORDINATE STATEWIDE ACTIVITIES	LEVERAGE TECHNOLOGIES	MANAGE ASSETS	PROVIDE & DELIVER GOODS AND SERVICES	PROVIDE HUMAN RESOURCES	PROVIDE BUSINESS SERVICES
-----------------------	--------------------------------	-------------------------	-------------------------	---------------------------------	-----------------------	---------------	--------------------------------------	-------------------------	---------------------------

**SUB PROCESSES**

<ol style="list-style-type: none"> <li>Align strategies with Governor's 10-year plan priorities</li> <li>Align program delivery with policy</li> <li>Implement a consistent continuous improvement framework across the enterprise</li> <li>Create legislative engagement</li> </ol>	<ol style="list-style-type: none"> <li>Deliver appropriate budget policy and monitoring</li> <li>Provide statewide financial reporting &amp; compliance</li> <li>Develop and apply procurement policy &amp; compliance</li> <li>Provide capital planning &amp; finance services</li> </ol>	<ol style="list-style-type: none"> <li>Lead statewide IT policy development &amp; implementation</li> <li>Provide oversight on major IT projects</li> <li>Provide strategic coordination &amp; optimization of enterprise IT resources</li> <li>Assist agencies in meeting security standards</li> </ol>	<ol style="list-style-type: none"> <li>Lead statewide HR policy &amp; provide oversight</li> <li>Provide HR consultation</li> <li>Manage executive recruitments</li> <li>Manage class/comp system</li> <li>Lead collective bargaining</li> </ol>	<ol style="list-style-type: none"> <li>Provide statewide communications</li> <li>Provide internal audits</li> <li>Provide economic analysis</li> <li>Lead statewide initiatives</li> </ol>	<ol style="list-style-type: none"> <li>Ensure technology is up and available</li> <li>Provide technology service support</li> <li>Provide &amp; maintain state technology assets</li> <li>Maximize financial competitiveness</li> <li>Meet commitments of technology requests &amp; projects</li> </ol>	<ol style="list-style-type: none"> <li>Manage capital improv. &amp; construction projects</li> <li>Provide clean, sanitary, &amp; safe environments</li> <li>Deliver preventative maintenance services</li> <li>Optimize space utilization in DAS-owned buildings</li> <li>Manage private lease rates</li> <li>Maximize DAS-owned vehicle use</li> <li>Provide fuel-efficient cars</li> <li>Max. reuse of surplus prop</li> </ol>	<ol style="list-style-type: none"> <li>Provide core accounting &amp; payroll systems</li> <li>Provide publishing &amp; distribution services</li> <li>Provide procurement services</li> <li>Mitigate risk</li> <li>Provide shared financial services</li> </ol>	<ol style="list-style-type: none"> <li>Provide high value client- focused services</li> <li>Strengthen recruiting &amp; hiring</li> <li>Enhance employee information &amp; data availability</li> <li>Increase employee engagement</li> <li>Improve workforce capabilities</li> </ol>	<ol style="list-style-type: none"> <li>Provide budget forecasting</li> <li>Provide survey analysis</li> <li>Provide performance management</li> <li>Provide Customer Utility Board support</li> </ol>
--	--	--	--	--	---	---	---	---	---

**PROCESS MEASURES**

<ol style="list-style-type: none"> <li>1a. % of 10-year plan metrics w/ progress</li> <li>2a. % of state agency leadership (directors) that meet quarterly with Gov's policy advisors</li> <li>3a. % of employees within an agency using a perf. mgmt system</li> <li>4a. % of enterprise initiatives with an identified leg engagement strategy</li> </ol>	<ol style="list-style-type: none"> <li>1b. % of allotments with revisions</li> <li>1c. Available revenues as a % of state operating budgets</li> <li>2a. % of agencies with gold star</li> <li>3a. % of procurements that are special</li> <li>4a. \$ value of outstanding debt that is centrally managed</li> </ol>	<ol style="list-style-type: none"> <li>2a. % of major IT projects in yellow or green related to budget and schedule</li> <li>3a. % increase in # of gov't bus processes using web GIS services</li> <li>3b. # of statewide educ &amp; outreach efforts related to policy</li> <li>4a. # of executive branch agencies with a reviewed and approved security plan</li> </ol>	<ol style="list-style-type: none"> <li>1a. % of Agency HR directors who rate the Policy Section of the CHRO effective</li> <li>3a. % of exec recruitments that occur within 3 months from opening to accepting offer</li> <li>4a. % of class/comp benchmarked to market standards</li> <li>4b. % of new hires placed at or below the mid-point of salary range</li> <li>5a. % grievances appealed to DAS without going to arbitration</li> </ol>	<ol style="list-style-type: none"> <li>1a. % of public info. requests responded to within 24 hours</li> <li>1b. % media requests responded to by COB</li> <li>2a. % of audit recommendations implemented</li> <li>3a. General fund forecast tracking metric</li> <li>4. See Strategy Measure Continuous Improvement</li> </ol>	<ol style="list-style-type: none"> <li>1a. % availability of servers</li> <li>1b. % availability of routers</li> <li>1c. % successful changes</li> <li>2a. Customer satisfaction</li> <li>2b. % incidents responded to within agreed time</li> <li>2c. % incidents restored within agreed time</li> <li>3a. % assets &lt;5 years old</li> <li>5a. % of projects on approved baseline</li> <li>5b. % server requests delivered on time</li> </ol>	<ol style="list-style-type: none"> <li>1a. % of capital projects started or completed on schedule</li> <li>2a. % of custodial &amp; landscape inspections w/a pass rating</li> <li>3a. % of preventative maint tasks completed</li> <li>4a. % of occupancy in DAS-owned buildings</li> <li>5a. State pvt lease rate vs. mkt office space</li> <li>6a. % of perm. assigned vehicles that meet usage standards</li> <li>7a. Avg. MPG for fleet vehicles</li> <li>8a. % of surplus sales revenue returned to state agencies</li> </ol>	<ol style="list-style-type: none"> <li>1a. % SFMA pmts returned to agencies</li> <li>2a. % printing produced on time</li> <li>2b. % printing customer satisfaction</li> <li>2c. % of printing without rework</li> <li>3a. Customer rating for procure srvc</li> <li>3b. Procurement cycle time</li> <li>3c. \$ amount of procure hard savings</li> <li>4a. Avg capped \$ amount paid per BI/PI liability claim</li> <li>4b. % WC claims w/disability</li> <li>4c. % liability claims litigated</li> <li>5a. % of accounts payable requests processed timely</li> <li>5b. % accounting transactions posted without error</li> </ol>	<ol style="list-style-type: none"> <li>1a. Net promoter score for HR client agencies</li> <li>1b. Cost of services per employee</li> <li>2a. Average time, in days, to fill a position</li> <li>2b. Recruiting transactional survey score</li> <li>3a. Avg. turnaround time to fill a report request</li> <li>4. See strategy measures for Employee Development</li> <li>5. See strategy measure for Employee Development</li> </ol>	<ol style="list-style-type: none"> <li>1a. % accuracy of budget revenue forecasts</li> <li>1b. % accuracy of budget expenditure forecasts</li> <li>2a. % customer survey results delivered w/ analysis provided</li> <li>3. See strategy measure for Continuous Improvement</li> <li>4. See strategy measures for Customer Needs Met</li> </ol>
---	--	--	--	--	--	---	--	--	---

**PROCESS OWNER**

Clyde Saiki	George Naughton	Alex Pettit	Madilyn Zike	Barry Pack	Alex Pettit	Brian King-Interim	Bret West	Madilyn Zike	Janet Savarro
-------------	-----------------	-------------	--------------	------------	-------------	--------------------	-----------	--------------	---------------

**STRATEGIES MEASURES**

<p><b>EFFECTIVE LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• COO-1. % of Enterprise Leadership Team (ELT) agencies that participate in enterprise-wide activities</li> <li>➢ G. Naughton</li> </ul>	<p><b>ENGAGE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>• COO-2. % of Agency Directors that feel well informed</li> <li>➢ G. Naughton</li> <li>• DBS-3. % of CUBs with active member engagement</li> <li>➢ B. Pack</li> </ul>	<p><b>EFFECTIVE POLICIES</b></p> <ul style="list-style-type: none"> <li>• SW Coord-4. (Placeholder)</li> <li>➢ B. Pack</li> <li>• SW Coord-5. (Placeholder)</li> <li>➢ B. Pack</li> </ul>	<p><b>CUSTOMER NEEDS MET</b></p> <ul style="list-style-type: none"> <li>• DBS-6. % of SLA targets met</li> <li>➢ J. Savarro</li> <li>• DBS-7. CUB satisfaction rating with CUBs</li> <li>➢ J. Savarro</li> <li>• DBS-8. % of customers ranking the quality of DAS services as Satisfied or Very Satisfied</li> <li>➢ B. Pack</li> </ul>	<p><b>CONTINUOUS IMPROVEMENT</b></p> <ul style="list-style-type: none"> <li>• SW Coord-9. % of DAS initiatives on project tracker completed on time and on budget</li> <li>➢ B. Pack</li> <li>• DBS-10. DAS QTR reviews completed within 45 days of quarter close</li> <li>➢ J. Savarro</li> </ul>	<p><b>SUPPORT DIVERSITY</b></p> <ul style="list-style-type: none"> <li>• EHRS-11. % DAS diversity compared to labor force</li> <li>➢ M. Zike</li> </ul>	<p><b>EMPLOYEE DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• DBS-12. Employee Engagement Rating</li> <li>➢ J. Savarro</li> <li>• EHRS-13. % employee performance reviews completed on time</li> <li>➢ M. Zike</li> <li>• EHRS-14. % DAS employees receiving 20 hours career-related training w/in previous 12 mo</li> <li>➢ M. Zike</li> </ul>
--	--	---	---	--	---	---

**LEGISLATIVE KPMs**

• GFOA award years	• Fleet admin effectiveness	• IT project variance	• Price agreement savings	• Avg. RISK claims per FTE	• Greenhouse gas reduction	• Statewide Turnover	• Statewide Diversity	• Uniform Rent cost	• Forecast reliability	• Information Security Maturity
--------------------	-----------------------------	-----------------------	---------------------------	----------------------------	----------------------------	----------------------	-----------------------	---------------------	------------------------	---------------------------------