

## *ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY*

*TIME PERIOD: FISCAL YEAR 2004-05*

- The following table summarizes the progress of the Department of Public Safety Standards and Training in meeting its Performance Target Achievements during the current reporting period:

Performance Target Achievement	#
Total Number of Key Performance Measures (KPMs)	6
# of KPMs at target for most current reporting period	4
# of KPMs not at target for most current reporting period	2

- Degree and type of agency influence on agency's chosen benchmarks and high-level outcomes:**

DPSST's Key Performance Measures (KPMs) are linked to the agency's mission, which is "to promote excellence in public safety by delivering quality training and by developing and upholding professional standards." The agency has varying degrees of influence on the components of its mission:

- Excellence in public safety is affected by many factors outside of DPSST's control. These factors include the overall crime rate, unemployment rates and the availability of appropriate facilities for offenders or those in need of treatment. Many factors impacting the officers that DPSST is charged to train and oversee are also outside of the agency's control. These include the applicant pool; background investigations, hiring decisions and salaries offered by individual agencies; and the personnel policies and practices, and budgetary resources of the agencies and communities in which officers serve.
  - DPSST and the Board on Public Safety Standards and Training are given statutory responsibility for various aspects of public safety training statewide. Key components in delivery of quality training include curriculum, instructors, facilities, equipment, and training duration. Our ability to impact each of these components depends on allocation of resources to allow the agency to make needed improvements and to respond to current events and state or national trends.
  - DPSST and the Board on Public Safety Standards and Training are given statutory responsibility for developing and upholding professional standards for the various public safety disciplines. Board oversight helps to insure that standards are consistent with state and national trends in the public safety professions, stakeholder needs, and local agency resource limitations.
- Summarize the year's successes and barriers to achieving performance measure targets:**

Successes:

  - Responses to surveys regarding access to officer training records confirm the success of our customer service emphasis. Respondents frequently provide written comment expressing high praise for the ease of the process and exceptional customer focus of agency staff. They also make helpful suggestions about ways to improve our process further. For example, during the early part of 2005, staff noted a

trend of customer service survey comments indicating constituent challenges with finding records request information on our website. Following some simple website modifications, constituents now frequently comment about the ease of requesting records.

Barriers to achieving targets vary:

- Although the agency met its overall target for constituent satisfaction with records requests, we continue to miss target in the area of records accuracy. However, survey comments indicate that the most common reasons are either because training has not been submitted to DPSST for entry or due to the ongoing DPSST backlog.
- **Future challenges:**

Of the many challenges facing DPSST in the future, two are of critical importance to the agency's public safety mission. The first is completion of the new Oregon Public Safety Academy in 2006. This new Academy offers the potential for substantial improvements in the effectiveness of public safety training. However, training at the new facility will require significantly greater staffing and funding resources. The second, related challenge is funding limitation within the Criminal Fine and Assessment Account. Debt service and training in the new facility will require significantly more resources. As we pursue our mission it is essential that these needs not come at the expense of basic training for Oregon's other public safety disciplines or the regional training that is so critically needed by officers in every area of the state.

## *ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS*

*TIME PERIOD: 2004-2005*

Agency: The Department of Public Safety Standards and Training	Date Submitted:	Version No.1:
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Agency Name: Department of Public Safety Standards and Training	Agency No.: 25900
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**The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.**

1 How were staff and stakeholders involved in the development of the agency's performance measures?	Four new performance measures were developed during 2003, in response to legislative direction given during the 2003 legislative session. Program managers and staff from each of the affected programs led the development of the measures. In addition to providing data for Key Performance Measures (KPMs), surveys were developed to give managers additional information related to instructor skill and expertise and to overall customer service within the particular program.
2 How are performance measures used for management of the agency?	KPMs are used to provide a "big-picture" look at how well the agency is fulfilling the components of its statutory mission. Underlying data is also valuable in other ways, such as identifying specific training or instructor issues. The agency has a number of output measures in place as well, which are used to identify trends and monitor workload.
3 What training has staff had in the use of performance measurement?	New supervisors have received one-on-one training regarding the agency's key performance measures and their relationship to the agency's mission. The agency's management team has received briefings on the agency's key performance measures.
4 How does the agency communicate performance results and for what purpose?	Agency performance measures are posted on the DPSST website, to allow constituents and other interested parties to readily monitor our performance. Performance measures are periodically discussed at agency management meetings so that individual section managers have the information that they need to review and discuss performance measures with their units' staff members.
5 What important performance management changes have occurred in the past year?	DPSST is continuing to take steps to integrate performance measurement with our long-term strategic planning for the agency. Performance measures are in place or proposed that will help us monitor the four major strategic goal areas identified by our constituents. We are requesting approval of additional performance measures in 2005-07. These additional measures will improve the effectiveness of our performance-based management of all major components of the agency's operations. Areas where we are not currently able to meet performance targets have been examined and we have developed policy packages as needed to facilitate improvement in those areas.

**ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 01- Level of officer performance as determined by their agency after successful completion of Basic Training.	Target	N/A	N/A	N/A	4.0	4.0	4.0	4.0	4.0	4.0
	Data	N/A	N/A	N/A	4.49	4.47	4.69	4.22		

Data Source: Survey of officers' Field Training Officers

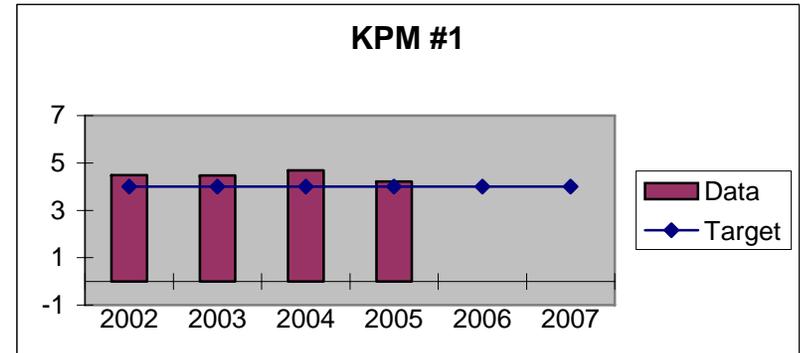
**Key Performance Measure Analysis**

**To what goal(s) is this performance measure linked?**

This performance measure is linked to the agency goal of effectively training Oregon's public safety officers to state standards.

**What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?**

DPSST's performance measures are tied to the agency's mission, rather than to statewide benchmarks. This measure reflects DPSST's ability to deliver quality training that prepares Oregon's public safety officers to assume the complex and challenging duties of their professions. Our agency has direct statutory responsibility for this training.



**How does the performance measure demonstrate agency progress toward the goal?**

A rating of 4.0 represents acceptable performance by the officer, indicating that the officer was acceptably trained to the applicable state standards. Our performance shows that on average, officers were trained to acceptable levels.

It is through analysis of the underlying data for individual disciplines and topics that we can truly assess the effectiveness of our Basic Training programs. We found that the areas that are most in need of improvement are those that most depend on adequate venues and sufficient time for hands-on, scenario-based training. These deficiencies have been lacking for some time and have previously been identified. Our move in July 2006 to a new facility that includes scenario training venues should have a positive impact on basic training for all disciplines. Implementation of the 16-week Basic Police course in January 2007 should have a significant impact on the deficiencies that relate to the Basic Police course.

**Compare actual performance to target and explain any variance.**

Although average performance continues to be slightly above the target currently set for this measure, our average rating dropped slightly from previous years. One reason for this is that many Field Training Officers, who complete the officer evaluation sheets from which we gather this data, are not fully aware of curriculum changes and have been evaluating officers based on what they believe they should have known, rather than what they were actually taught. We have a plan in place to correct this issue. We hope to involve the Field Training Officers to a greater degree in our Academy Training in the new facility. Additionally, DPSST staff members have been tasked with multiple

projects relating to development of the 16-week program and transition planning for our move to the new facility. We believe that this has had a slight impact on their availability to work with officers and instructors to the degree necessary to ensure the optimum level of officer preparedness.

**Summarize how actual performance compares to any relevant public or private industry standards.**

The Federal Law Enforcement Training Center (FLETC) serves as the outstanding standard against which to measure our performance. FLETC is “recognized as, and is, the most effective law enforcement training organization in the world. . . . through its high level of professionalism, the FLETC has established the standard against which other law enforcement training programs measure themselves.” The FLETC basic training courses utilize “state of the art Unified Training Principles and the Adult Learner Model methodology to educate all law enforcement officers. All students train through lecture, laboratory and practical exercises, which simulate actual law enforcement situations.” FLETC offers “relevant, real-world training offered through innovative and experienced instructors, exceptional course materials and state-of-the-art facilities.” In short, FLETC has the programs and infrastructure in place that DPSST is just now preparing to implement in a more limited way in 2007.

FLETC has developed a relevant performance measure in its 2004-2009 Strategic Plan. This measure is the percentage of federal supervisors who agree that “FLETC graduates were highly prepared to perform their law enforcement functions.” FLETC will gather data from “a Continuous Validation Survey completed by federal supervisors approximately 9-10 months after graduation from the FLETC.” It does not appear that they have actually conducted any measurement at this point, but their FY2005 target is 58%. The DPSST performance measure is not structured to be directly comparable to the FLETC measure. We did, however, analyze our data to be comparable to FLETC’s measure and found that 65% of the students would be rated at “acceptable” or better (numerically four or higher) and 17% would be rated above “acceptable” (numerically five or higher).

**What is an example of a department activity related to the measure?**

Because this measure encompasses all the basic training programs at DPSST, a majority of our department’s activity is related to it. A “typical” basic course includes 35-40 students in a residential academy. Academy duration is 10 weeks for Basic Police, five weeks for Basic Corrections, four weeks for Basic Parole and Probation, and two weeks for Basic Telecommunications. Curricula, instructor and student resources, and testing materials must be developed for each of the classes in each Basic course. For example, there are approximately 50 classes in the current Basic Police Course. In addition to classroom time, students spend varying amounts of time traveling to remote venues throughout the Willamette Valley in order to accommodate at least a minimal level of practical, hands-on exercises.

**What needs to be done as a result of this analysis?**

The analysis supports that we are minimally meeting the needs of our constituency as far as training officers to an “acceptable” level. This meets the state mandate for DPSST to establish and train to state standards consistent with available funding. However, “acceptable” public safety training is not adequate public safety training. The public safety professions are critical to the overall safety and livability of all Oregonians. DPSST has both an obligation and a strong commitment to train these officers to the highest level possible within a training environment. With a new facility and an expanded program, we will be able to train them to a level that begins to meet that obligation.

**ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**  
 TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 02- Constituent satisfaction with access and availability of records	Target	N/A	N/A	N/A	N/A	90% "Average" or above	80% "Above Average"	80% "Above Average"	90%	90%
	Data					96.6%	78.5%	83.14%		

Data Source: Survey of individuals requesting records

**Key Performance Measure Analysis**

**To what goal(s) is this performance measure linked?**

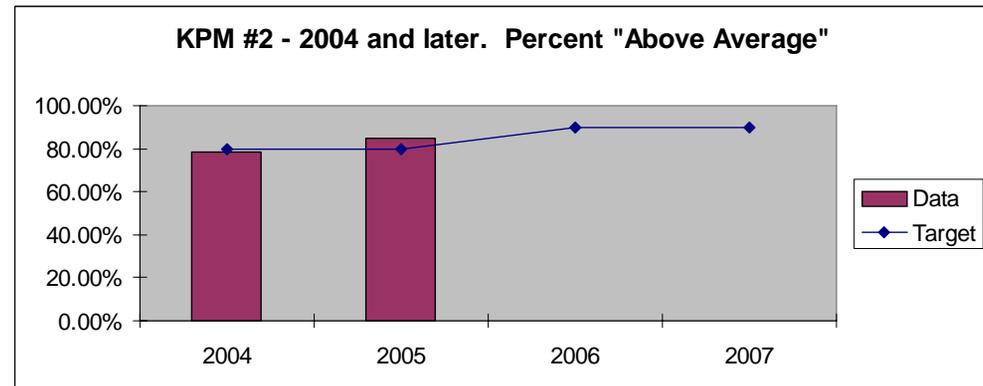
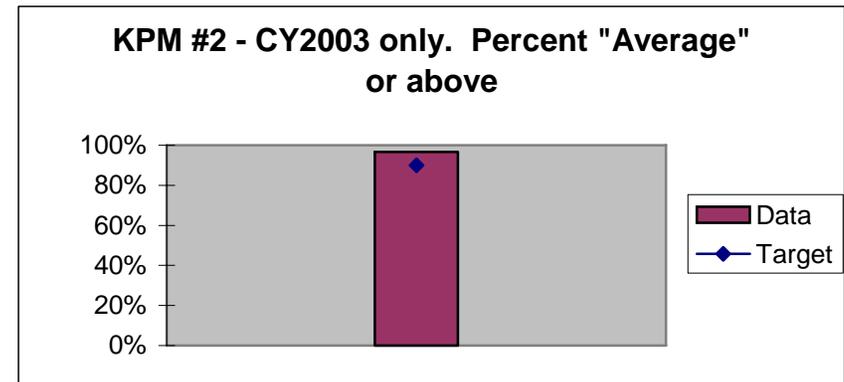
This performance measure is linked to the agency goal of providing accessible, accurate records for all of our constituents.

**What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?**

DPSST's performance measures are tied to the agency's mission, rather than to statewide benchmarks. Accurate, comprehensive officer training records are essential components in our overall mission to promote excellence in public safety. They document the training associated with minimum standards, professional development, and levels of professional certification, and may be used as evidence in court. They ensure that officers are complying with maintenance training requirements. This measure offers a direct analysis of this critical component of our mission.

**How does the performance measure demonstrate agency progress toward the goal?**

The scale for this measure was restructured in 2004 to track the percent of "above average" marks that we receive, which is the highest rating in the survey instrument. This modified measure is consistent with the overall theme of "excellence" in our agency mission. Because surveys are given directly to the person making records requests, the respondents are well equipped to assess our customer service and the accuracy of our records.



**Compare actual performance to target and explain any variance.**

The current target for this performance measure is set at 80% “above average.” The aggregated response for 2005 is 84.75%, which improves on last year’s response and exceeds the 2005 target. As with our other measures, the most valuable information comes from looking at the underlying survey data. Our percent above average varies by category: Timeliness-95%, Accuracy-60%, Readability-91%, and Ease of process-93%. An additional 26% of respondents rated records accuracy as acceptable/average. As with the data reported last year, the only area where we do not exceed our target is in the “Accuracy” category. However, we improved by 6% in this area during 2005. This is an area where we depend on information that agencies submit to us for entry into our system. Information provided by agencies or training entities is not always current for their employees. As a result, officers may not give the highest ranking for accuracy of records. Additionally, because DPSST has only a single staff member to handle the high volume of training record updates needed, our backlog of records needing verification and entry ranges from two to four months. During FY 05 we received thousands of training rosters and added nearly 80,000 training entries to officers’ training records.

**Summarize how actual performance compares to any relevant public or private industry standards.**

For comparison purposes we looked at three state boards that have a licensing/regulatory function and have similar customer service performance measures:

Oregon Board of Accountancy (PM 120-4) – “Percent of customers interacting with Board of Accountancy staff who rate services “good” or “excellent” in previous licensing period.

2003 Data: 82%

Construction Contractors Board (PM -4)

“Percent of surveyed customers rating agency assistance good or excellent” Newly established performance measure. No data available.

Board of Examiners of Licensed Dietitians (PM 8330-003) “percent of licensees rating agency service as at least “good”.

2003 Data: 77%

While the performance measures used for comparison measure customer service that meets a standard of “good” or “excellent,” DPSST has set higher targets for our performance measure. Our goal is to receive the highest marks from our constituents at least 80% of the time. We will continue to monitor these comparison performance measures as the data is reported in future years.

**What is an example of a department activity related to the measure?**

DPSST receives many training record requests from our constituent agencies and officers, and from a variety of other sources, including media representatives and attorneys. We assess each request individually in order to ensure that applicable public records laws and rules are followed, and then we provide the requested information by e-mail, fax, or mail. The ability to send records by e-mail helps ensure prompt responses.

**What needs to be done as a result of this analysis?**

The data associated with this measure shows that our customer service focus is excellent. Our process is easy, and we respond in a timely manner. However, the data also indicates that work is needed to ensure that our records are up-to-date and accurate. Ongoing staffing shortages mean that there is a consistent data entry backlog that ranges from six weeks to six months (depending on the type of record being entered). Unless the Certification and Records unit receives additional staff, this is not expected to change. However, we will continue to work with our constituent agencies to ensure that we have received the most current records that accurately depict each public safety officer’s training and employment history. We have implemented an internal audit process to monitor the level of accuracy in our data entry. We will also continue to examine our internal processes to ensure that new data is entered efficiently and accurately.

**ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 03- Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)	Target	N/A	N/A	N/A	N/A	N/A	70%	70%	75%	75%
	Data						91%	90%		

Data Source: Survey of course participants

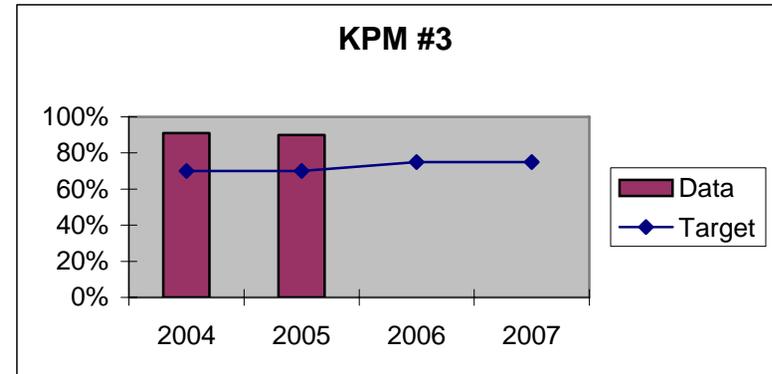
**Key Performance Measure Analysis**

**To what goal(s) is this performance measure linked?**

This performance measure is linked to the agency goal of delivering quality training that will improve the job performance of criminal justice professionals.

**What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?**

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of a critical component of our mission – the delivery of quality training as a means to promote excellence in public safety in Oregon. Nationally, ongoing training has been linked to effectiveness and safety of criminal justice professionals in the performance of their jobs.



**How does the performance measure demonstrate agency progress toward the goal?**

A survey is distributed to attendees at the conclusion of applicable regional training courses. The survey asks attendees to rate the degree to which they believe that the training course just attended will be useful to them in the performance of their jobs. They are asked to rate the training on a scale of 1 – 7 (1 = not useful; 4 = useful; 7 = very useful). Because those attending regional training courses are generally criminal justice professionals already working in their fields, they are well equipped to assess whether the courses that we provide are meeting their needs. Measuring how highly course attendees rate the training shows us the degree to which we are providing them with new skills that they need, or with opportunities to enhance and maintain skills already possessed. In either case, the job performance of criminal justice professionals is improved.

**Compare actual performance to target and explain any variance.**

When this new performance measure was established in 2004, we set the target at 70%. Actual figures from the first two years are significantly above the target. During 2005 91% of the survey respondents rated the training at or above a “6”. This is a clear indication of the quality of the training offered through DPSST’s regional training program to meet the statewide need for ongoing, relevant training beyond the basic level.

**Summarize how actual performance compares to any relevant public or private industry standards.**

For comparison purposes we looked at three sources:

1. Oregon Department of Community Colleges and Workforce Development (PM 586-6) and (PM 586-7)  
 (PM 586-6) – “Percent of participants ranking Workforce Investment Act funded current workforce trainings good or better”  
 2003 Target – 89% Actual – 92%  
  
 (PM 586-7) – “Percent of companies ranking training they received through community college Business and Industry Training System (BITS) as good or better”  
 2003 Target – 93% Actual – 98%
2. Oregon Department of Education (PM 58100-13)  
 “Percent of teachers, principals and/or staff who participate in trainings who rate trainings as good or excellent” New performance measure. (2005 update: the Oregon Department of Education submitted a request to the 2005 Legislative Assembly to delete this performance measure. If the request was approved, DPSST will remove this comparison measure from its 2006 annual report.)
3. Federal Law Enforcement Training Center (PM “Student quality of training survey: advanced training.”)  
 Percentage of advanced training students who rate their training experience as satisfactory or higher. 2001\* Target – 90% Actual – 100%  
 \* - Last year for which data was available

The performance measures used for comparison measure training that meets a standard of “good” or “satisfactory.” However, DPSST has set a higher standard for this performance measure. Our overall agency mission is to promote excellence in public safety. Therefore, we measure the percentage of attendees who rate the usefulness of the training received at or above a “6” on a scale of 1 – 7 (1 = not useful, 4 = useful, 7 = very useful). Our target for this performance measure was 70%. Our actual performance was 90%.

**NOTE:** During 2005 the percentage of attendees who rated the training at or above “Useful” (equivalent to the standards we are using for comparison) was 99%.

**What is an example of a department activity related to the measure?**

DPSST regional training coordinators receive many training requests from our constituent agencies. The regional training coordinator assesses the need for the training throughout the region. If it is determined that the need exists, the regional coordinator will locate a training site, schedule the instructor(s) and make any lodging arrangements, advertise the course, arrange for registrations to be accepted, arrange for student manuals or other handout material to be printed, make sure the necessary specialized equipment is delivered to the training site (often towed to the site in DPSST regional training trailers), be at the training site the first day for student check-in, be at the training site the last day to process the roster and pass out evaluation surveys.

**What needs to be done as a result of this analysis?**

The high marks given to the DPSST regional training courses is an indication of the importance that criminal justice professionals place upon ongoing, specialized and advanced training such as is offered through our regional training program. The scores are consistent with other constituent feedback and survey responses. Criminal justice agency heads have strongly indicated their need for more of these courses, and particularly for hands-on courses that require specialized, training equipment not available to many agencies. This performance measure indicates that DPSST does well in delivering specific courses - - we simply must do more of it while keeping the quality at its current high level. If future data continues to be significantly above targets, we will also assess the degree to which targets should be revised upwards in future years. The 2005 Legislative Assembly approved new regional positions as part of an instructor development package that will assist DPSST in developing and maintaining a sufficient number of qualified part-time instructors to deliver courses at the new academy and regionally. However, DPSST’s request to fund restoration of regional training resources lost during the 2003-05 biennium was not approved.

**ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 04- Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)	Target	N/A	N/A	N/A	N/A	N/A	70%	70%	75%	75%
	Data						86%	85%		

Data Source: Survey of course participants

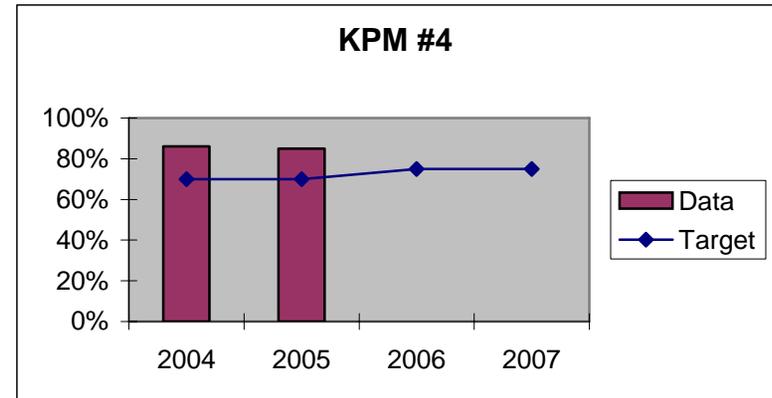
**Key Performance Measure Analysis**

**To what goal(s) is this performance measure linked?**

This performance measure is linked to the agency goal of delivering quality training that will improve the job performance of fire service professionals.

**What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?**

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of a critical component of our mission – the delivery of quality training as a means to promote public safety in Oregon. Nationally, ongoing training has been linked to effectiveness and safety of fire service professionals in the performance of their jobs.



**How does the performance measure demonstrate agency progress toward the goal?**

Our goal is to provide quality training that will improve the job performance of fire service professionals. The resources to accomplish that goal are always scarce. Decisions to allocate resources to meet the goal must be based on some set of priorities. Efficiency and effectiveness are two important priorities for the allocation of resources. This measure focuses on the desired outcome - whether our fire service training courses are effective tools for improving the job performance of fire service professionals.

At the end of each training session, course attendees are given an evaluation form and asked to rate the training on a scale of 1 – 7 (1 indicating not useful, 4 indicating useful, and 7 indicating very useful). Because those attending regional training courses are generally fire service professionals already working in their field, they are well equipped to assess whether the courses that we provide are meeting their ongoing training needs. This measure allows us to measure our practices and processes against pre-determined objectives, while at the same time providing us with timely, relevant, and concise information to help assess progress toward the goal.

**Compare actual performance to target and explain any variance.**

The current performance measure will permit DPSST to credibly demonstrate and communicate progress in achieving the stated goal. We set the initial targets for this performance measure at 70%. Data collected indicate that 85% of the survey respondents rated the training at or above a “6”—or “very useful” during 2005. This rating exceeded agency expectations and indicates that the quality of offered training is high and is well received by the fire professionals attending. As with many of our other measures, an assessment of the underlying data provides valuable information beyond that shown in the performance measure itself. For example, firefighters are required to re-take certain training courses on a regular basis to ensure continued proficiency and maintain certification. We have assumed that those courses that are taken over and over again, with content with which firefighters are already familiar, will not generally be rated as highly in terms of usefulness as other courses. Our survey data confirms this assumption.

**Summarize how actual performance compares to any relevant public or private industry standards.**

For the purposes of comparison, we reviewed three sources:

- A. Oregon Department of Community Colleges and Workforce Development (PM 586-6 and PM 586-7)
- B. Oregon Department of Education (PM 58100-13) (2005 update: the Oregon Department of Education submitted a request to the 2005 Legislative Assembly to delete this performance measurement. If the request was approved, DPSST will remove this comparison measure from its 2006 annual report.)
- C. Federal Law Enforcement Training Center (PM “Student Quality of Training Survey: Advanced Training)

(PM 586-6): “Percent of participants ranking Workforce Investment Act funded current workforce trainings good or better”

2003 Target: 89%  
Actual Data: 92%

(PM 586-7): “Percent of companies ranking training they received through community college Business and Industry Training System (BITS) as good or better”

2003 Target: 93%  
Actual Data: 98%

(PM 58100-13): “Percent of teachers, principals and/or staff who participate in trainings who rate trainings as good or excellent”

New Performance Measure: No Data

(PM “Student quality of training survey: Advanced training”) – Percentage of advanced training students who rate their training experience as satisfactory or higher.

2001 Target (last year of available data): 90%  
Actual Data: 100%

The performance measures used for comparison measure whether training meets a standard of “good” or “satisfactory.” However, DPSST has set a higher standard for this performance measure. Our overall agency mission is to promote excellence in public safety. Therefore, we measure the percentage of attendees who rate the usefulness of the training received at or above a “6” on a scale of 1 – 7. Our target for this performance measure was 70%. Our actual performance was 85%.

**NOTE:** During 2005 the percentage of attendees who rated the training at or above “Useful” (equivalent to the standards we are using for comparison) was 98%.

**What is an example of a department activity related to the measure?**

Efficiency is a measure that compares the cost of something, in terms of resources used, to the production of something in terms of service, products, energy expended, or some other input. In the case of DPSST’s PM 259-04, being efficient is directly related to meeting and/or exceeding agency stated goals. First, resources are always scarce; therefore, decisions are always required to allocate scarce resources based on some set of priorities. Secondly, a supervisor must frequently be able to demonstrate that he/she is getting the maximum outputs and outcomes from their already limited inputs before throwing additional resources at the problem. Third, efficiency/performance measures

provide those persons doing the work the feedback on how well they are utilizing their resources. Finally, continuous improvement efforts are all about being more efficient. And this is where our regional fire training coordinators come into play.

DPSST's regional fire training coordinators facilitate regional delivery of entry-level, specialized, leadership and maintenance training to the Oregon Fire Service. The goal of the unit is to develop and implement training strategies that maximize scarce resources and meet local and state training needs. The state of Oregon is divided into 22 regional fire training associations. Each association works with DPSST to identify the various training needs within their region. DPSST assists these regional associations to identify local/regional/statewide training resources, training for trainers (both classroom and skills), training coordination and facilitation, and technical support. Working closely with these agencies, it is the responsibility of the DPSST training coordinator to identify potential training topics relevant to local jurisdictions, locate a training site, schedule instruction time to conduct the training, advertise the course, arrange for registration, arrange for all teaching materials and/or curriculum, and deliver the class (in most cases the fire training coordinator actually delivers the training). Once training is completed, the coordinator will process paperwork and forward to the proper agencies.

**What needs to be done as a result of this analysis?**

The high marks given to the DPSST fire service training courses is an indication of the importance that fire service professionals place upon ongoing, specialized and advanced training such as is offered through our fire service training program. The scores are consistent with other constituent feedback and survey responses. Fire service agency heads have strongly indicated their need for more of these courses, including hands-on courses that require specialized training equipment. To this end, DPSST Fire Service Training will be implementing a number of programs during the next 24 months that involve apparatus operations, live burns, confined space rescue, leadership and basic firefighting evolutions.

This performance measure indicates that DPSST does well in delivering specific courses - - we simply must do more of it while keeping the quality at its current high level. Recognizing this need, the 2005 Legislative Assembly approved DPSST's request to restore a position lost due to budget shortfalls and provided funding to add two regional fire training coordinator positions. DPSST will carefully recruit for these positions, and work with them to implement a strategy for providing additional regional training courses throughout the state. If future data continues to be significantly above targets, we will also assess the degree to which targets should be revised upwards in future years.

**ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 05- Percentage of private security managers/instructors who rank overall industry professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)	Target	N/A	N/A	N/A	N/A	N/A	80%	80%	85%	85%
	Data						55%	47%		

Data Source: Periodic survey of industry managers and instructors attending recurring training course

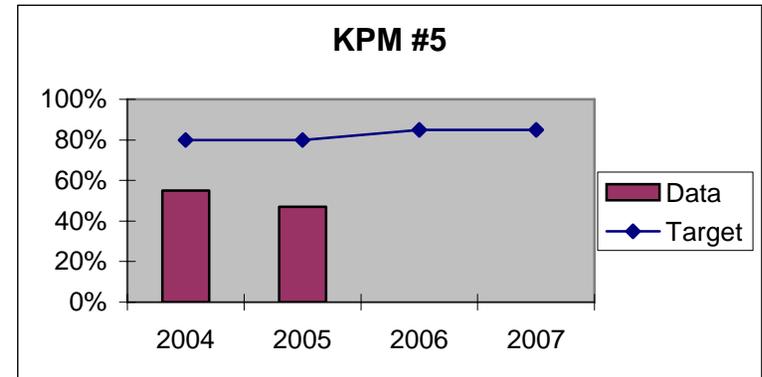
**Key Performance Measure Analysis**

**To what goal(s) is this performance measure linked?**

This performance measure is linked to the agency goal of increasing the professionalism of the private security industry.

**What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?**

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of the critical component of our mission, the effectiveness of training and standards required for certification and licensure of private security providers. DPSST works closely with the industry through the Private Security Policy Committee, to establish and enforce standards, and to develop and update training materials and requirements. However, overall industry professionalism is also affected by many factors outside of our control. These include market competitiveness, salary ranges within the industry, and applicant pools.



**How does the performance measure demonstrate agency progress toward the goal?**

At the conclusion of a recurring training course required for private security professionals holding Executive, Supervisory, or Instructor positions, we distribute a survey that asks them to rate the overall professionalism of the industry. They are asked to rate the training on a scale of 1-5 (1 = very dissatisfied, 3 = satisfied, 5 = very satisfied). Because those attending regional training courses are professionals already working in their fields, they are well equipped to make this assessment. Measuring how highly course attendees rate the industry’s professionalism will show us the degree to which the standards for certification affect the professionalism of the industry over time.

**Compare actual performance to target and explain any variance.**

As discussed, this performance measure is affected by many factors outside of our control. The initial targets for this measure were set to reflect our agency goal of striving for better than average results. However, data collection from the first two years’ reporting indicates that our initial targets were set unrealistically high. While our data shows that 88% of constituents rate the overall professionalism of the industry at 3 or above, only 47% rate it at 4 or above. We will continue to monitor the trends and believe that it may make sense to request legislative approval to establish modified targets that will be ambitious but realistic, considering the initial data.

**Summarize how actual performance compares to any relevant public or private industry standards.**

In researching other states' measures we contacted 31 other states, and inquired about their regulations related to the private security industry. Of those 30 states, 19 had regulatory standards in place. However, none of those 19 states has any relative measure or comparison against which we can compare our performance.

The Harris Poll provides a statistical "snapshot" of how well various segments of private industry meet the needs of their consumers. It is based on a "Good Job," "Bad Job," or "Uncertain" rating. The poll shows that of the 15 industries represented, the top 5 ranked segments received a 77% "good job" rating. While this is a limited comparison not linked to any individual firm's performance measurement or performance management, it does indicate that DPSST's ratings of 88% at "3" or above and 47% at "4" or above are not out of line with other segments of industry.

**What is an example of a department activity related to the measure?**

DPSST's Private Security program administers the Private Security Service Providers Act, which became law in 1995. The unit focuses on education, assistance, and enforcement to maximize industry awareness and compliance with the law. We work closely with the Private Security Policy Committee to set and enforce standards, develop and update curriculum and other components of the program, and investigate alleged violations. We work with the Committee and other constituents to identify and provide local/regional/statewide-training resources, training for trainers (both classroom and skills), training coordination and facilitation, and technical support. We also research and identify trends in the administration of other states' regulatory programs.

**What needs to be done as a result of this analysis?**

This is the second year of our data collection. The results indicate that our initial targets may have been unrealistic for this measure, particularly in light of the fact that DPSST's role is limited to the regulation of the individuals working within the profession. We have no control over other factors, such as business trends, business practices, wages and other benefits that the industry can support, etc. However, it is encouraging to see that the vast majority of the professionals surveyed are "satisfied" or better with industry professionalism after the first ten years of private security regulation in Oregon. The data indicates there is work to be done as we work towards the industry's long-range goals related to industry and officer professionalism. Based on the data, it may make sense for us to adjust our targets for the next few years, so that they are ambitious but achievable within the reporting year.

**ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 06- Percentage of private security managers/instructors who rank overall employee professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)	Target	N/A	N/A	N/A	N/A	N/A	80%	80%	85%	85%
	Data						51%	68%		

Data Source: Periodic survey of industry managers and instructors attending recurring training course

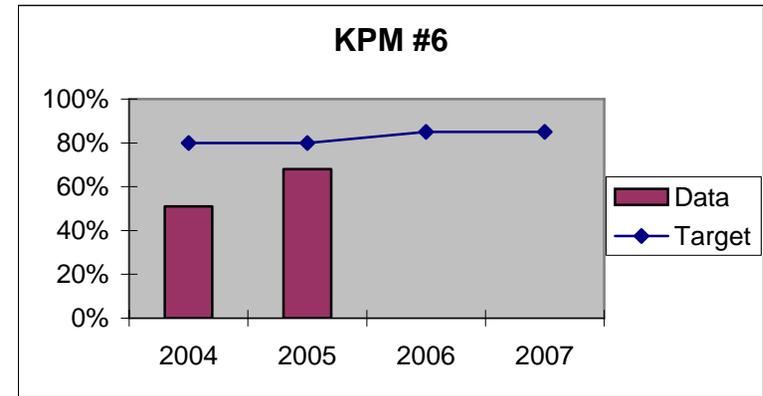
**Key Performance Measure Analysis**

**To what goal(s) is this performance measure linked?**

This performance measure is linked to the agency goal of increasing the professionalism of the private security industry.

**What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?**

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of the critical component of our mission, the effectiveness of training and standards required for certification and licensure of private security providers. DPSST works closely with the industry through the Private Security Policy Committee, to establish and enforce standards, and to develop and update training materials and requirements. However, overall officer professionalism is also affected by many factors outside of our control. These include market competitiveness, salary ranges within the industry, and applicant pools.



**How does the performance measure demonstrate agency progress toward the goal?**

At the conclusion of a recurring training course required for private security professionals holding Executive, Supervisory, or Instructor positions, we distribute a survey that asks them to rate the overall professionalism of the private security officers working within the industry. They are asked to rate the training on a scale of 1-5 (1 = very dissatisfied, 3 = satisfied, 5 = very satisfied). Because those attending regional training courses are professionals already managing, supervising, or instructing private security officers, they are well equipped to make this assessment. Measuring how highly course attendees rate officer professionalism will show us the degree to which the standards for certification affect the professionalism of private security officers over time.

**Compare actual performance to target and explain any variance.**

This is the second data cycle for this performance measure. We set our initial target at 80% rating officer professionalism at 4 or above. We have set a high target because we serve a service-oriented profession driven by a competitive market place. Although the 68% does not meet the 80% target, it is a significant improvement from the 51% rating in 2004. Additional reporting data shows that although 68% of constituents rate overall officer professionalism at 4 or above, 94% rate it at 3 or above. Because this is only the second year of data collection, it is too early to determine if this improvement reflects the desired trend. We will know more as we continue to measure our progress in future years.

**Summarize how actual performance compares to any relevant public or private industry standards.**

In researching other states' measures we contacted 31 other states, and inquired about their regulations related to the private security industry. Of those 30 states, 19 had regulatory standards in place. However, none of those 19 states has any relative measure or comparison against which we can compare our performance.

The Harris Poll provides a statistical "snapshot" of how well various segments of private industry meet the needs of their consumers. It is based on a "Good Job," "Bad Job," or "Uncertain" rating. The poll shows that of the 15 industries represented, the top 5 ranked segments received a 77% "good job" rating. While this is a limited comparison not linked to the performance of any particular group of employees, we believe it is reasonable that perceptions of employee performance will be strongly linked to perceptions about the industry as a whole. The Harris Poll statistics indicate that DPSST's ratings of 94% at "3" or above and 68% at "4" or above are not out of line with other segments of industry. It also shows that although our 80% (FY 2005) and 85% targets (FY 2006 and 2007) may be too aggressive in the short term, they may not be out of reach as long-range targets. We will continue to monitor survey data and determine whether it will be appropriate to modify our targets to establish more achievable interim goals as we strive for our long-range targets.

**What is an example of a department activity related to the measure?**

DPSST's Private Security program administers the Private Security Service Providers Act, which became law in 1995. The unit focuses on education, assistance, and enforcement to maximize industry awareness and compliance with the law. We work closely with the Private Security Policy Committee to set and enforce standards, develop and update curriculum and other components of the program, and investigate alleged violations. We work with the Committee and other constituents to identify and provide local/regional/statewide-training resources, training for trainers (both classroom and skills), training coordination and facilitation, and technical support. We also research and identify trends in the administration of other states' regulatory programs.

**What needs to be done as a result of this analysis?**

This performance measure is still new and the data does not yet give a clear analysis of our ability to affect officer professionalism by implementing and enforcing standards and providing training. We recognize that our standards are the minimum requirements for certification. Although they do affect the professionalism and quality of officers entering the work force in Oregon, our ability to affect perceptions regarding officer professionalism over time is unclear. However, it is encouraging to see that the vast majority of the professionals surveyed are "satisfied" or better with officer professionalism after the first ten years of private security regulation in Oregon. The data also makes clear that there is still work to be done as we work towards the industry's long-range goals related to industry and officer professionalism. Based on the first two year's data, it may make sense for us to adjust our targets for the next few years, so that they are ambitious but achievable within the reporting year.