

# **OREGON GOVERNMENT ETHICS COMMISSION**

**Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)**

**Proposed KPM's for Biennium (2009-2011)**

Original Submission Date: 2009

Finalize Date: 9/30/2009

| 2008-2009<br>KPM # | 2008-2009 Approved Key Performance Measures (KPMs)  |
|--------------------|---|
| 1                  | Timely Preliminary Review of Complaints - Average number of days from filing of complaint to completion of preliminary review (statutory maximum = 90 days).  |
| 2                  | Statutory Complaint Preliminary Review Timeliness - Percentage of filed complaints with completion of preliminary review within the statutory 90-day time limit.  |
| 3                  | Timely Investigative Review of Complaints - Average number of days from finding of cause to completion of investigation (statutory maximum = 120 days).   |
| 4                  | Statutory Complaint Investigation Timeliness - Percentage of investigations completed within the statutory 120-day time limit.  |
| 5                  | Written Opinion Timeliness - Average number of days to issue written opinions of advice upon request from public officials and lobbyists.   |
| 6                  | Public Official Education/Training - Number of annual training presentations to public officials and lobbyists.   |
| 7                  | Training Presentation Satisfaction - Percentage of customer satisfaction with training presentations based on survey instrument provided at each training presentation to public officials and lobbyists.         |
| 8                  | Minimize Case Disposition Costs - Percentage of contested cases settled before hearing.   |
| 9                  | Customer Service - Percentage of customers rating their satisfaction with agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. |
| 10                 | Governance Best Practices - Percent of total best practices met by the commission.  |

**OREGON GOVERNMENT ETHICS COMMISSION**

**I. EXECUTIVE SUMMARY**

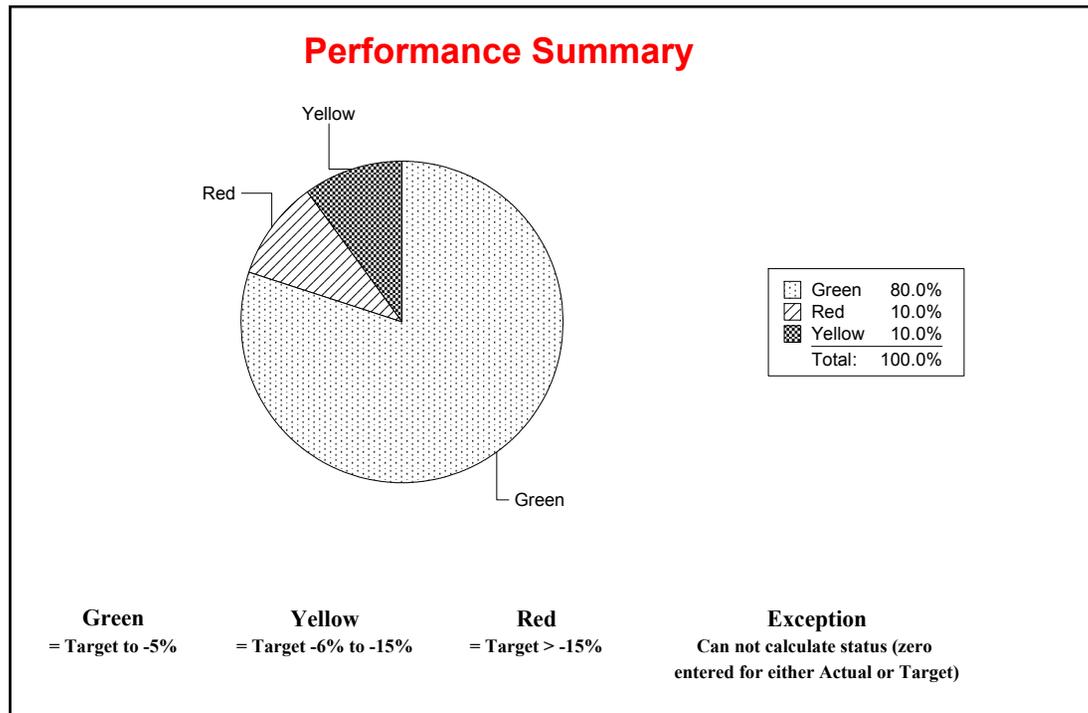
**Agency Mission:** To enforce and prevent, with an emphasis on service, violations of Oregon State laws that prohibit public officials from using their position for financial gain, require persons who lobby the Legislature to register and report their lobbying expenditures, and specify limited purposes for which the governing bodies of public bodies may meet in non-public sessions.

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**1. SCOPE OF REPORT**

The scope of this report includes all of the program and service areas administered by the Government Ethics Commission. The information regarding the key performance measures relates to training and education, compliance, administration, lobbying registration and reporting and the filing of annual statements of economic interest.

## **2. THE OREGON CONTEXT**

The mission of the Government Ethics Commission is to fairly and impartially administer the regulatory provisions of Government Ethics law, Lobby Regulation law and the Executive Session provisions of the Oregon Public Meetings law. This mission is to be accomplished with efficient, expedient customer service of the highest quality. This is a foundation for the commission's high-level outcomes and linked to Oregon Benchmark No. 35, Public Management Quality.

## **3. PERFORMANCE SUMMARY**

In 2008, eight measures have stayed on target or exceeded, two measures performed below targets. Seven measures were deleted in 2008, being replaced by five new measures. The new measures will give more useful data of the agency's performance.

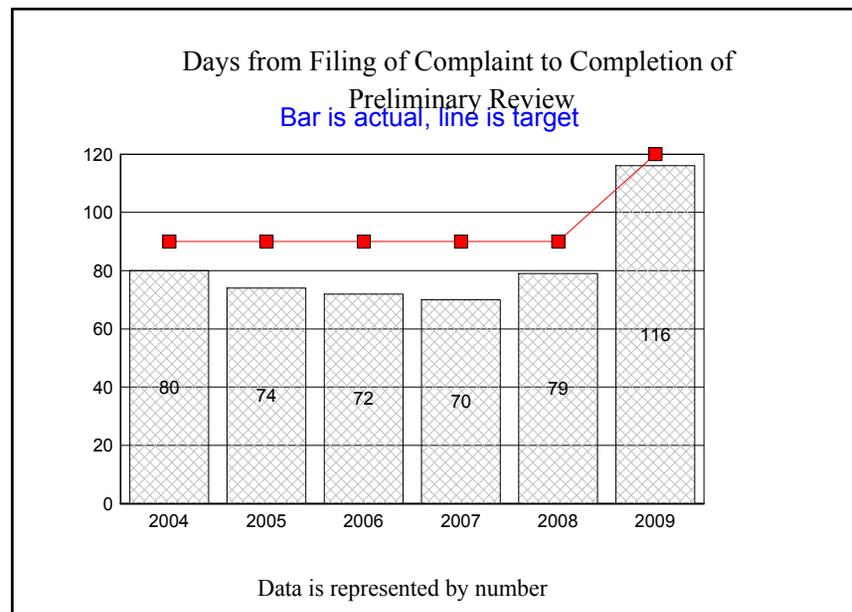
## **4. CHALLENGES**

The OGEC continues to be challenged by diminished staff. The lack of resources has hindered the agency in accomplishing its performance measure goals. This included the layoff of two employees in late 2008 and early 2009. The report shows eight measures are making progress, and exceeding their targets. The agency is also currently challenged by a major review of its statutes and operating procedures. The changes made during this session have altered the agency's performance measures, requiring the deletion of seven measures and replacing them with five new measures.

## **5. RESOURCES AND EFFICIENCY**

Performance Measure number 8 is an efficiency measure. The agency continues to use its resources in an efficient and effective manner. The new measures developed in 2008 will illustrate this performance much better than the prior measures. Current measures illustrate the agency's ability to meet its statutorily mandated time limits in performing its duties. The new measure will better measure the agency's efficiency and effectiveness in meeting these time limits. The agency was forced to re-evaluate its resources in early 2009 due to budgetary restraints that created the layoff of two employees. This reduction of staff required the agency to use its resources effectively and efficiently to meet its performance measures. The one exception was in the number of training sessions given. However the number of people trained remained steady due to efficiencies used.

|                       |  |      |
|-----------------------|--|------|
| <b>KPM #1</b>         | Timely Preliminary Review of Complaints - Average number of days from filing of complaint to completion of preliminary review (statutory maximum = 90 days). | 1999 |
| <b>Goal</b>           | Timely Preliminary Review of Complaints - Agency Mission   |      |
| <b>Oregon Context</b> | To provide excellent customer service  |      |
| <b>Data Source</b>    | Agency case log database and individual case files   |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105   |      |



**1. OUR STRATEGY**

The beginning and expiration dates for each preliminary review are recorded in the agency database. The investigator and the director review periodic reports that highlight the expiration dates. The preliminary reviews are placed on commission meeting agendas to ensure the commission

takes action on each preliminary review before the statutory expiration date. Legal counsel from the Department of Justice is consulted and reviews of each preliminary review prior to action by commission. This measure will be replaced in 2010 annual report with a percentage of the mandated time limit, giving the agency a better measure.

## **2. ABOUT THE TARGETS**

The number of days to complete a preliminary review is set by statute. The maximum allowed for a preliminary review during this reporting period is 90 days. The target is for no preliminary review to exceed that limit. The maximum was changed during the 2007 legislative session to 135 days beginning January 2008.

## **3. HOW WE ARE DOING**

In 2008, all of the preliminary reviews initiated were completed within the 135 day time limit except when parties waived the time limit or the case was suspended pending a criminal investigation.

## **4. HOW WE COMPARE**

Comparable agencies or standards are not known at this time.

## **5. FACTORS AFFECTING RESULTS**

In 2008, there were no cases that were not completed within the 135-day target. A respondent in a preliminary review may, with the consent of the commission, waive the 135-day time limit. This allows the respondent to prepare a response, negotiate a settlement, and consult with legal counsel or other such purposes. The waiver is usually granted to accommodate a respondent's needs. This relates directly to improving customer service.

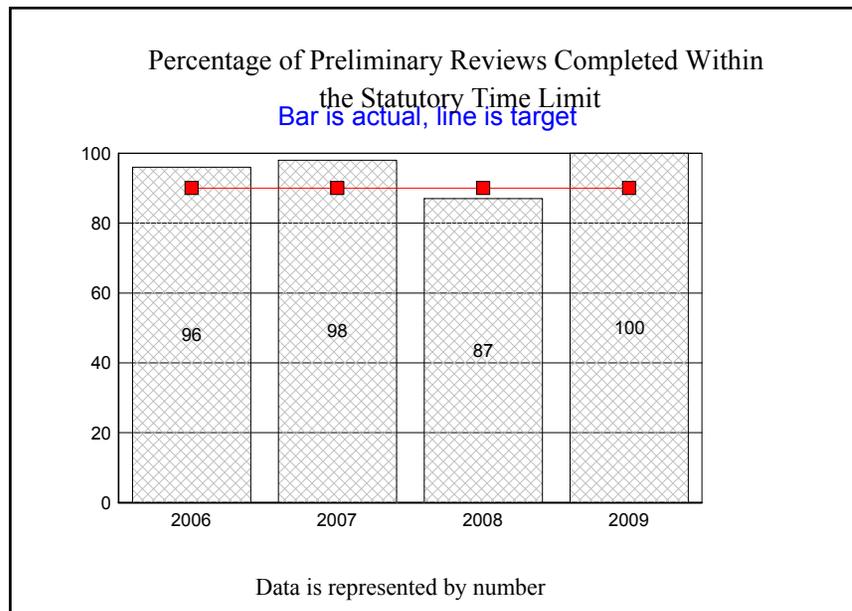
## **6. WHAT NEEDS TO BE DONE**

The commission has been meeting the statutory requirement of completing preliminary reviews within the 135-day period. The commission's performance in meeting this goal needs to be monitored to ensure compliance with the statutory requirement continues.

## **7. ABOUT THE DATA**

Data in this measure is based on dates recorded at the beginning and end of the preliminary review. It is empirical and speaks for itself.

|                       |  |      |
|-----------------------|--|------|
| <b>KPM #2</b>         | Statutory Complaint Preliminary Review Timeliness - Percentage of filed complaints with completion of preliminary review within the statutory 90-day time limit. | 2006 |
| <b>Goal</b>           | Statutory Complaint Preliminary Review Timeliness - Agency Mission   |      |
| <b>Oregon Context</b> | To provide excellent customer service  |      |
| <b>Data Source</b>    | Agency case log database and case files  |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105   |      |



**1. OUR STRATEGY**

The beginning and expiration dates for each preliminary review are recorded in the agency database. The investigator and the director are provided periodic reports that highlight the expiration dates. The preliminary reviews are placed on commission meeting agendas to insure the commission

takes action on each preliminary review before the statutory expiration date. Legal counsel from the Department of Justice is consulted and reviews of each preliminary review prior to action by commission. This measure was deleted in 2008, the measure was replaced with the number of complaints and own motions received by the agency annually. This new measure will give the agency better data on workload and agency resource issues.

## **2. ABOUT THE TARGETS**

The target for the percentage of complaints completed within the statutory requirement of 90 days is 90 percent. A 90-day period is the maximum allowed for the initial preliminary review phase of the complaint.

## **3. HOW WE ARE DOING**

In 2008, the commission completed 100 percent of the preliminary review phases of complaints received within the 135-day period.

## **4. HOW WE COMPARE**

Comparable agencies or standards are not known at this time.

## **5. FACTORS AFFECTING RESULTS**

This measure relates directly to the commission's statutory requirement to complete all preliminary reviews in a 90-day period. A target of 100 percent cannot be set because of other variables provided in the statutes and relates directly to improving customer service. A respondent in a preliminary review may, with the consent of the commission, waive the 90-day time limit. This allows for the respondent to prepare a response, negotiate a settlement, and consult with legal counsel or other such purposes. The waiver is usually granted to accommodate a respondents needs. This accounts for complaints for which the preliminary review exceeded the statutory limit of 90 days. The time limit for this measure was changed to 135 days beginning January 2008.

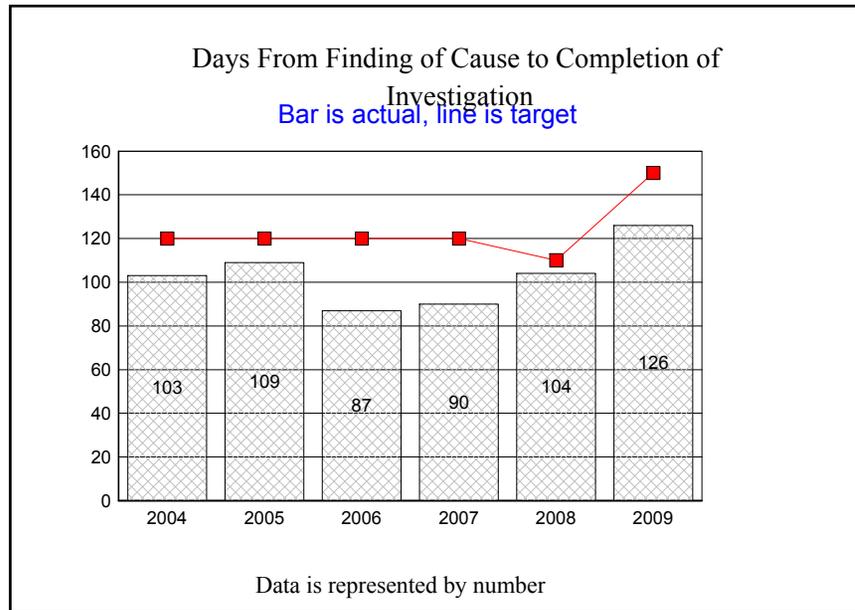
## **6. WHAT NEEDS TO BE DONE**

Except for the complaints for which a waiver was agreed, the commission has been meeting the statutory requirement of completing preliminary reviews within the 90-day period. The commissions performance in meeting this goal needs to be monitored to insure compliance with the statutory requirement continues.

**7. ABOUT THE DATA**

Data in this measure is based on dates recorded at the beginning and end of the preliminary review. It is empirical and speaks for itself.

|                       |   |      |
|-----------------------|---|------|
| <b>KPM #3</b>         | Timely Investigative Review of Complaints - Average number of days from finding of cause to completion of investigation (statutory maximum = 120 days). | 1999 |
| <b>Goal</b>           | Timely Investigative Review of Complaints - Agency Mission  |      |
| <b>Oregon Context</b> | To provide excellent customer service   |      |
| <b>Data Source</b>    | Agency case log database and individual case files  |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105  |      |



**1. OUR STRATEGY**

The beginning and expiration dates for each Investigation are recorded in the agency database. The investigator and the director are provided periodic reports that highlight the expiration dates. The investigations are placed on commission meeting agendas to insure the commission takes

action on each investigation before the statutory expiration date. Legal counsel from the Department of Justice is consulted and reviews of each investigation prior to action by commission.

## 2. ABOUT THE TARGETS

The number of days to complete an investigation is set by statute. The maximum allowed for the investigative phase is 180 days. The target is for no investigative phase to exceed that limit. The maximum was revised in the 2007 legislative session to 180 days beginning January 2008. This measure was deleted in 2008 and replaced with a new measure that will measure the percentage of the statutory time limit used to complete the investigation. The new measure will better show the agency's efficiency in completing investigations.

## 3. HOW WE ARE DOING

Since 2000, the commission has not exceeded the 180-day limit for investigations. In fact, most investigative phases have been concluded before the 180-day limit was reached. January 2008, the time limit was increased to 180 days.

## 4. HOW WE COMPARE

Comparable agencies or standards are not known at this time.

## 5. FACTORS AFFECTING RESULTS

The commission meeting schedule is designed so that the commission can take action to end the investigative phase before the expiration of the 180-day limitation. There is a provision in the law that allows the commission, with justification, to extend the investigative phase an additional 30 days. Both the meeting schedule and any extensions may have an impact on the number of days needed for the commission to end the investigative phase. There are also cases in which the respondent wishes to end the investigation by negotiating a settlement of the matter. This would also impact the number of days needed for the commission to end the investigative phase.

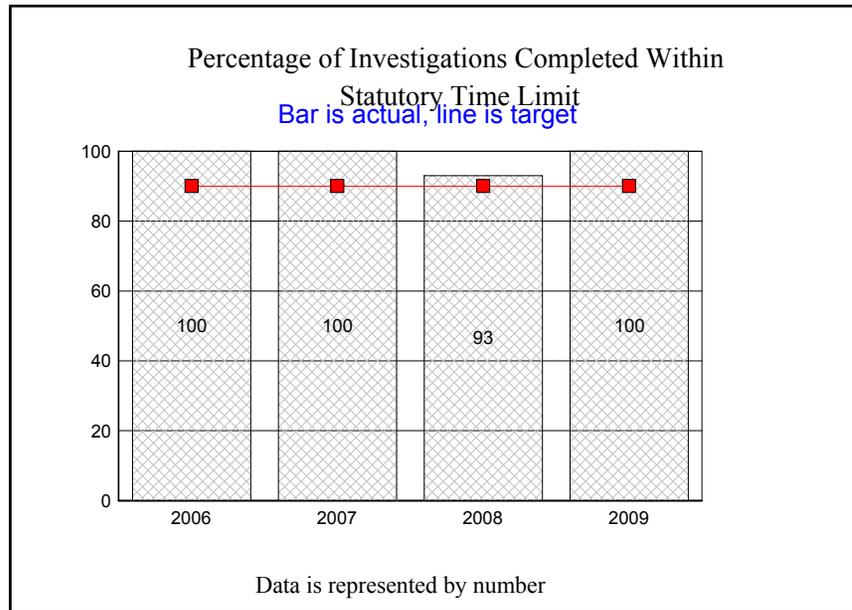
## 6. WHAT NEEDS TO BE DONE

The commission has been meeting the statutory requirement of completing investigations within the 180-day period. The commission's performance in meeting this goal needs to be monitored to ensure compliance with the statutory requirement continues.

**7. ABOUT THE DATA**

Data in this measure is based on dates recorded as to the beginning and end of the investigative phase. It is empirical and speaks for itself.

|                       |  |      |
|-----------------------|--|------|
| <b>KPM #4</b>         | Statutory Complaint Investigation Timeliness - Percentage of investigations completed within the statutory 120-day time limit. | 2006 |
| <b>Goal</b>           | Statutory Complaint Investigation Timeliness - Agency Mission  |      |
| <b>Oregon Context</b> | To provide excellent customer service  |      |
| <b>Data Source</b>    | Agency case log database and individual case files   |      |
| <b>Owner</b>          | Ronald A. Bersin , 503-378-5105  |      |



**1. OUR STRATEGY**

The beginning and expiration dates for each Investigation are recorded in the agency database. The investigator and the director review periodic reports that highlight the expiration dates. The investigations are placed on commission meeting agendas to insure the commission takes action on

each investigation before the statutory expiration date. Legal counsel from the Department of Justice is consulted and reviews of each investigation prior to action by commission. This measure was deleted in 2008 and replaced with the percentage of the statutorily mandated time limit (180 days). This new measure will measure the efficiency of completing the investigative phase.

## 2. ABOUT THE TARGETS

The number of days to complete an investigation is set by statute. The maximum allowed for the investigative phase is 180 days. The target is for the commission to end the investigative phase within the 180 day limit in 90 percent of the cases handled. The time limit was increase in January 2008 to 180 days.

## 3. HOW WE ARE DOING

Activity in 2008 exceeded the target for investigations handled.

## 4. HOW WE COMPARE

Comparable agencies or standards are not known at this time.

## 5. FACTORS AFFECTING RESULTS

The commission meeting schedule is designed so that the commission can take action to end the investigative phase before the expiration of the 180-day limitation. There is a provision in the law that allows the commission, with justification, to extend the investigative phase an additional 30 days. Both the meeting schedule and any extensions may have an impact on the number of days needed for the commission to end the investigative phase. There are also cases in which the respondent wishes to end the investigation by negotiating a settlement of the matter. This would also impact the number of days needed for the commission to end the investigative phase.

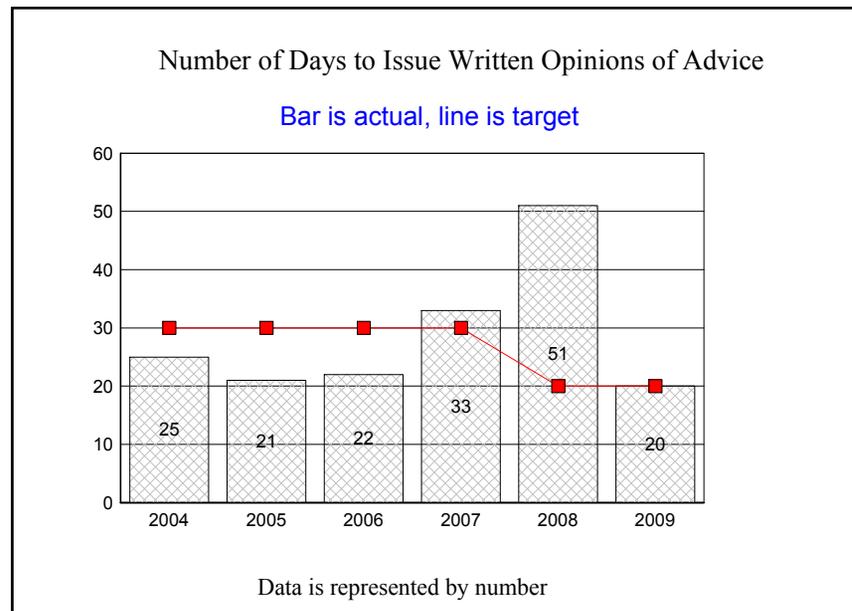
## 6. WHAT NEEDS TO BE DONE

The commission has been meeting the statutory requirement of completing investigations within the 180-day period. The commissions performance in meeting this goal needs to be monitored to insure compliance with the statutory requirement continues.

## 7. ABOUT THE DATA

Data in this measure is based on dates recorded as to the beginning and end of the investigative phase. It is empirical and speaks for itself.

|                       |   |      |
|-----------------------|---|------|
| <b>KPM #5</b>         | Written Opinion Timeliness - Average number of days to issue written opinions of advice upon request from public officials and lobbyists. | 1999 |
| <b>Goal</b>           | Written Opinion Timeliness - Agency Mission   |      |
| <b>Oregon Context</b> | To provide excellent customer service   |      |
| <b>Data Source</b>    | Agency opinions database and individual files   |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105  |      |



**1. OUR STRATEGY**

Requests for written opinions are entered into a database to indicate the date received and the date issued. The list of pending requests is regularly reviewed to ensure the request is being addressed. Two types of opinions are provided, advisory and staff. The advisory opinions must be reviewed

by legal counsel from the Department of Justice. Starting in 2008, statute requires the staff opinions to be completed in 30 days with one 30-day extension, and advisory opinions in 60 days with one 60-day extension allowed. The measure was deleted in 2008 and consolidated into a measure of percentage of statutorily mandated time limits.

## 2. ABOUT THE TARGETS

The number of days needed to issue an opinion is directly related to improved customer service and indirectly related to the priority of training. 30 days is the current target and the desirable trend is for fewer days needed to issue an opinion or for a lower percent of the targeted 30 days

## 3. HOW WE ARE DOING

The days required to issue opinions has remained below the targeted thirty days. The target was increased from 21 to 30 days in 2003 and since then the days needed have averaged 75% of the 30 days. There does not appear to be an upward or downward trend. The agency is exceeding the time limits in this area.

## 4. HOW WE COMPARE

Comparable agencies or standards are not known at this time.

## 5. FACTORS AFFECTING RESULTS

Two factors could influence the commission's performance in this area. One is that if the request is for an advisory opinion, the opinion must be reviewed by the legal counsel and then scheduled on the agenda of a commission meeting. Currently, the commission meets about eight times each year and this could cause an upward trend in the number of days used to issue an opinion. The other factor is workload that demands the director and the investigator to prioritize time for training and compliance at the expense of time needed to prepare written opinions.

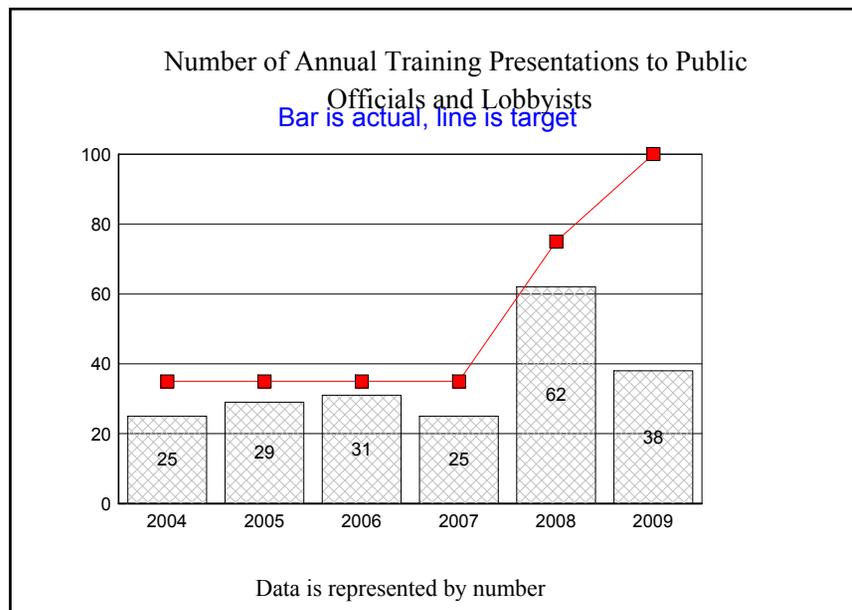
## 6. WHAT NEEDS TO BE DONE

The commission has been meeting the target of issuing opinions in 30 days or less. The commission's performance in meeting this goal needs to be monitored to insure compliance with the statutory requirements and opinions are timely issued.

## 7. ABOUT THE DATA

Data in this measure is based on dates recorded as to the beginning and end of the investigative phase. It is empirical and speaks for itself.

|                       |   |      |
|-----------------------|---|------|
| <b>KPM #6</b>         | Public Official Education/Training - Number of annual training presentations to public officials and lobbyists. | 1999 |
| <b>Goal</b>           | Public Official Education/Training - #35 - Public Management Quality  |      |
| <b>Oregon Context</b> | To provide excellent customer service   |      |
| <b>Data Source</b>    | Director's and Trainer's calendar and training request files  |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105  |      |



**1. OUR STRATEGY**

The trainer and executive director oversee and provide the formal training presentations to public officials throughout the state. These presentations are scheduled upon request. Informal training is provided by the remaining staff in response to customer service inquiries. This training is guidance

offered on specific questions and circumstances. This measure was deleted in 2008 and replaced with the number of people trained satisfactorily annually.

## 2. ABOUT THE TARGETS

Since 2003 the targeted number of training sessions was 35, which was lowered from the target of 50. Training is a priority of the commission. It would be desirable to reach the targeted number of sessions each year or 100%.

## 3. HOW WE ARE DOING

While the targeted number of training sessions was adjusted downward, the most recent years indicate an upward trend toward 100%. It would be more compatible with the commission's training priority to have the targeted number of training sessions increase. The agency has received additional resource from the 2009 legislature for an additional trainer. The number of trainings and people trained will increase in the next year.

## 4. HOW WE COMPARE

Comparable agencies or standards are not known at this time.

## 5. FACTORS AFFECTING RESULTS

The changes made during the last biennium to the ethics laws have created an increased need for training. The agency simply did not have enough resource to meet the needs of all those requesting training. This deficiency will be eliminated in the next year with the addition of another trainer. In late 2008 and early 2009, the agency was required to lay off staff requiring resources to be shifted from training to investigations to meet the statutory deadlines. The agency is now fully funded with an additional trainer. The agency expects this measure to be back on target in 2009.

## 6. WHAT NEEDS TO BE DONE

The performance indicates that the current goal is nearing the current target. The commission was granted funding during the 2009 legislative session for additional staffing resources. The commission is currently recruiting for a position dedicated to providing training services, which should have a positive effect on the number of sessions provided and individuals reached.

## 7. ABOUT THE DATA

Data in this measure is based on dates recorded as to the training sessions provided by the trainer and executive director. It is empirical and speaks for itself.

|                       |   |      |
|-----------------------|---|------|
| <b>KPM #7</b>         | Training Presentation Satisfaction - Percentage of customer satisfaction with training presentations based on survey instrument provided at each training presentation to public officials and lobbyists. | 2006 |
| <b>Goal</b>           | Training Presentation Satisfaction - #35 - Public Management Quality  |      |
| <b>Oregon Context</b> | To provide excellent customer service   |      |
| <b>Data Source</b>    | Training schedule database and survey summaries   |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105  |      |



**1. OUR STRATEGY**

The commission has implemented a practice of providing a survey to those who attend training sessions presented by the executive director or trainer. The surveys are collected and reviewed to measure the level of customer satisfaction. This measure was deleted in 2008 and replaced with a

measure that measures the attendees knowledge of the subject before and after attending training.

## 2. ABOUT THE TARGETS

The commission has implemented a practice of providing a survey to those who attend training sessions presented by the executive director or trainer. The surveys will be collected and reviewed to measure the level of customer satisfaction.

## 3. HOW WE ARE DOING

Data was received for 2008 measuring the percentage of satisfaction. Without prior data, it is difficult to determine how we are doing. We are currently below our target of 95% satisfaction. This was mainly due to the content of the training when looking to the narrative comments. Public officials disagreed with the increase in restrictions, especially in receiving gifts. Also with limited training resources in 2008, scheduling trainings and providing resources was restricted. The agency is increasing its resources in this area to better provide training and other resources.

## 4. HOW WE COMPARE

Comparable agencies or standards are not known at this time.

## 5. FACTORS AFFECTING RESULTS

This measure has been deleted.

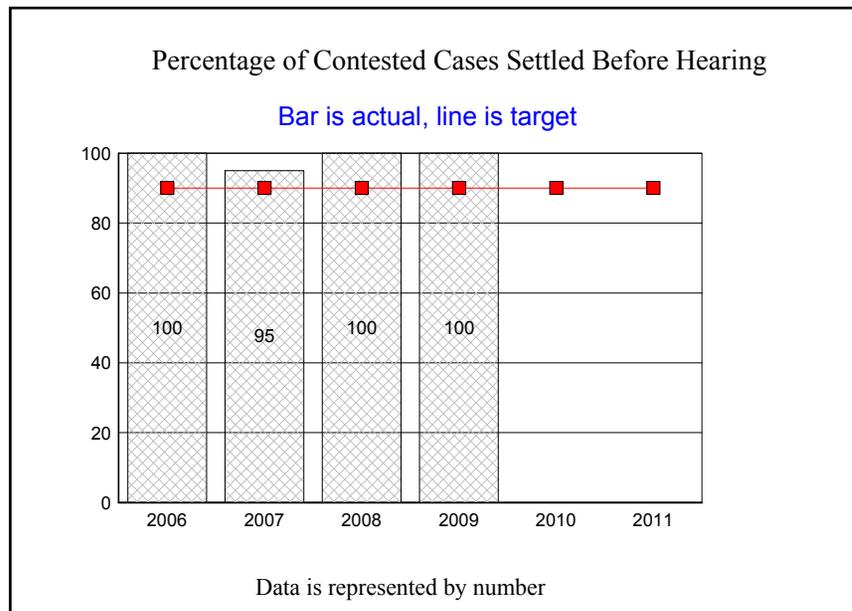
## 6. WHAT NEEDS TO BE DONE

The agency needs to continue to improve its training. The 2009 legislature approved the hiring of an additional trainer. This increased resource should help the agency to meet the training demands.

## 7. ABOUT THE DATA

The percentage of participants that rated the training excellent or good. The data is obtained at each training session and held by the agency.

|                       |   |      |
|-----------------------|---|------|
| <b>KPM #8</b>         | Minimize Case Disposition Costs - Percentage of contested cases settled before hearing. | 2006 |
| <b>Goal</b>           | Training Presentation Satisfaction - #35 - Public Management Quality                    |      |
| <b>Oregon Context</b> | Minimize case disposition costs   |      |
| <b>Data Source</b>    | Agency case log database and individual case files                                      |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105  |      |



**1. OUR STRATEGY**

The commission can dispose of all matters by negotiating settlements for any case in preliminary review or investigation. The executive director is delegated to negotiate settlements at the most appropriate and earliest opportunity.

**2. ABOUT THE TARGETS**

The current target is to settle 90 percent of the cases through a negotiated settlement. The desirable outcome would be to reach or exceed the target in 100 % of the cases.

**3. HOW WE ARE DOING**

This measure was new in 2006 and the commission exceeded the target of 90 percent. The agency is exceeding this measure. The agency encourages respondents to settle their cases before the Commission at the lowest level possible.

**4. HOW WE COMPARE**

Comparable agencies or standards are not known at this time.

**5. FACTORS AFFECTING RESULTS**

The agency encourages settlements with respondents. The agency continues to work with interest groups to encourage settling cases instead of moving to a contested case hearing.

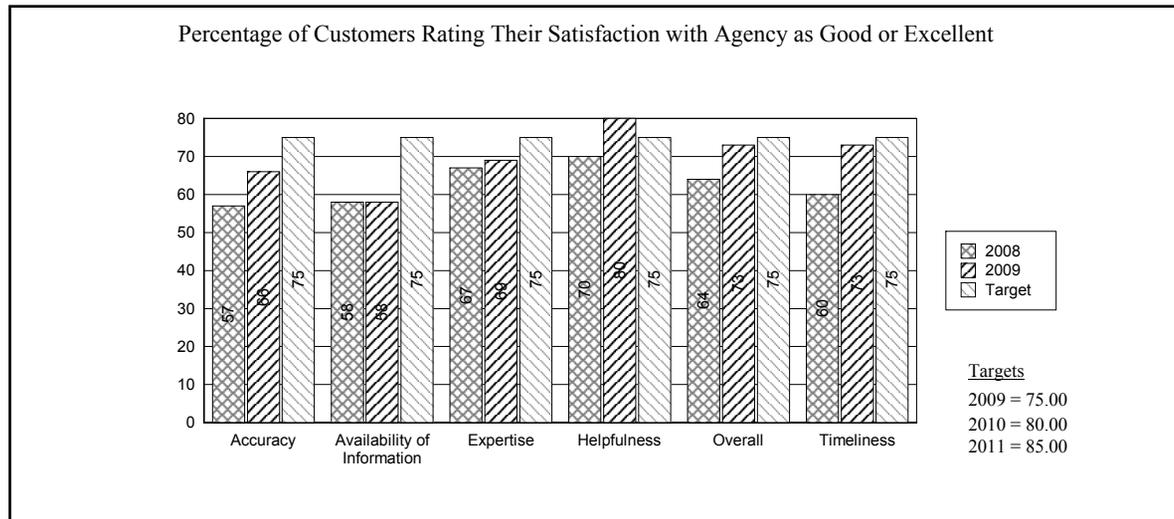
**6. WHAT NEEDS TO BE DONE**

Unknown due to limited information.

**7. ABOUT THE DATA**

Data comes from the case information database and would be empirical in nature.

|                       |   |      |
|-----------------------|---|------|
| <b>KPM #9</b>         | Customer Service - Percentage of customers rating their satisfaction with agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | 2006 |
| <b>Goal</b>           | Customer Service  |      |
| <b>Oregon Context</b> | #35 - Public Management Quality   |      |
| <b>Data Source</b>    | Survey Summaries  |      |
| <b>Owner</b>          | Ronald A. Bersin, 503-378-5105  |      |



**1. OUR STRATEGY**

This is a new measure and the agency is collecting this data from its various customers, complainants, respondents, training attendees, stakeholders and others.

**2. ABOUT THE TARGETS**

Information not available.

### **3. HOW WE ARE DOING**

The agency continues to work in this area. Many factors affect the customer service survey. This last survey was affected by the timing of the new assessments to local governments for the funding of the agency. Assessments were sent in early July, the customer service survey was sent soon after. Many local jurisdictions were upset over the new assessments, which could have been reflected in the service surveys.

### **4. HOW WE COMPARE**

Information not available.

### **5. FACTORS AFFECTING RESULTS**

Information not available.

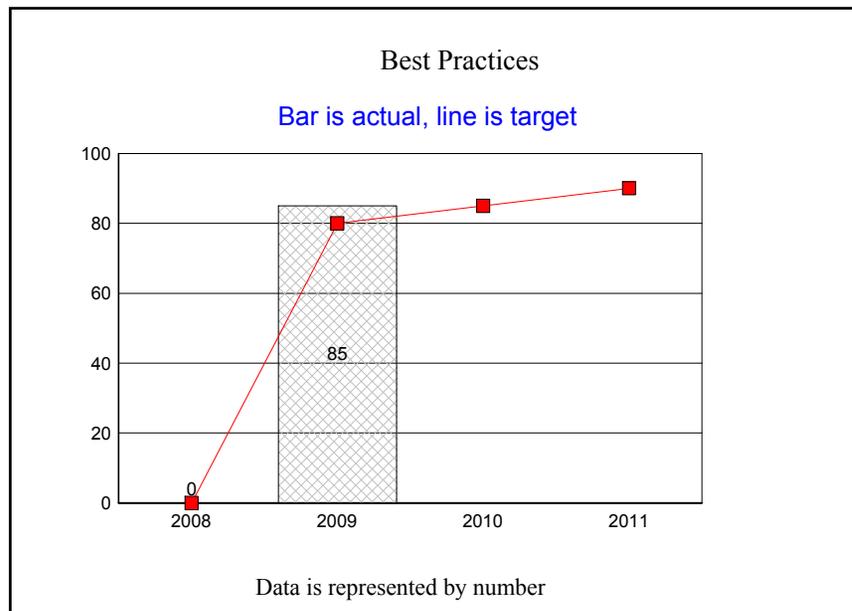
### **6. WHAT NEEDS TO BE DONE**

Information not available.

### **7. ABOUT THE DATA**

The survey followed the agency's new assessment to local governments. This may have had some affect on the results of the survey.

|                       |  |      |
|-----------------------|--|------|
| <b>KPM #10</b>        | Governance Best Practices - Percent of total best practices met by the commission. | 2007 |
| <b>Goal</b>           | Public Management Quality  |      |
| <b>Oregon Context</b> | To enhance public management quality   |      |
| <b>Data Source</b>    | Agency actions   |      |
| <b>Owner</b>          | Ronald A. Bersin (503) 378-5105  |      |



**1. OUR STRATEGY**

This measure is to ensure the agency is using its appropriated resources effectively and efficiently. This measure requires the agency to check its progress in several areas annually.

**2. ABOUT THE TARGETS**

The agency is working to complete this measure. The agency strives for a high output/result in this measure. In previous years, the agency was not able to complete this measure. 2008 is the first year for completion.

**3. HOW WE ARE DOING**

The agency is meeting targets for this measure.

**4. HOW WE COMPARE**

First year for this measure for the agency.

**5. FACTORS AFFECTING RESULTS**

The measure is new to the agency. The agency has seen a large turnover in Commission members. This turnover has created difficulties in obtaining the information. New Commissioners do not have the information necessary to complete the best practices surveys. The agency is relying on the few senior members.

**6. WHAT NEEDS TO BE DONE**

Develop and collect the data for the measure.

**7. ABOUT THE DATA**

Data is compiled from agency actions for best practices.

**OREGON GOVERNMENT ETHICS COMMISSION****III. USING PERFORMANCE DATA**

**Agency Mission:** To enforce and prevent, with an emphasis on service, violations of Oregon State laws that prohibit public officials from using their position for financial gain, require persons who lobby the Legislature to register and report their lobbying expenditures, and specify limited purposes for which the governing bodies of public bodies may meet in non-public sessions.

**Contact:** Ronald A. Bergin, Executive Director

**Contact Phone:** 503-378-5105

**Alternate:** Virginia Lutz, Program Analyst

**Alternate Phone:** 503-378-5105

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

**1. INCLUSIVITY**

\* **Staff:** The staff developed the commission's performance measures with the concurrence of commission members at the time (1998-99). Suggestions made to the agency during the 2003 Performance Measure Review were adopted and two additional performance measures were added for the 2005-07 biennium. Several measures have been deleted and new performance measures have been added for the 2007-09 biennium.

\* **Elected Officials:** Elected officials have been included in the development of the new measures for 2008.

\* **Stakeholders:** The agency continues to encourage and receive feedback from its stakeholder groups when developing its performance measures.

\* **Citizens:** None

**2 MANAGING FOR RESULTS**

Performance measure targets are reviewed and compared to actual data on an annual basis. That analysis is used to determine if performance measures need to be modified and/or targets need to be adjusted. The targets have been adjusted and additional measures have been created. All performance measures were modified to increase or decrease targets during the budgets developed in the last two biennia to address the reductions in funding. Target data for this report shows that the agency's performance ability is been diminished significantly by the reductions.

**3 STAFF TRAINING**

The executive director and program analyst attended training presentations by the staff of the Progress Board. Additional members of the commission staff will be sent to future training opportunities when feasible.

**4 COMMUNICATING RESULTS**

\* **Staff:** The agency has communicated performance results biennially in budget requests to DAS, the Governor and the Legislative Assembly. Performance Reports are available on the agency website at [www.oregon.gov/ogec](http://www.oregon.gov/ogec).

\* **Elected Officials:** The agency has communicated performance results biennially in budget requests to DAS, the Governor and the Legislative Assembly. Performance Reports are available on the agency website at [www.oregon.gov/ogec](http://www.oregon.gov/ogec).

\* **Stakeholders:** The agency continually reports the results of its performance measures to its stakeholder groups. Many of the groups request the information from the agency.

\* **Citizens:** The agency has communicated performance results biennially in budget requests to DAS, the Governor and the Legislative Assembly. Performance Reports are available on the agency website at [www.oregon.gov/ogec](http://www.oregon.gov/ogec).