



OREGON YOUTH AUTHORITY
Policy Statement
Part I – Administrative Services



Subject:

IMPACT Performance Management System

Section – Policy Number:

A: General Administration – 7.1

Supersedes:

N/A

Effective Date:

06/22/2026

Date of Last Review/Revision:

None

Related Standards and References:

- [ORS 291.217](#) (Outcomes-based budget)
- [Strategic Initiatives and Enterprise Accountability](#)
- [OYA IMPACT website](#)

Related Procedures:

- None

Policy Owner:

Development Services Assistant Director

Approved:


 Mike Tessean, Director

I. PURPOSE:

This policy describes OYA’s performance management system that supports the agency’s mission, vision, values and goals.

II. POLICY DEFINITIONS:

Action items: Specific tasks identified during IMPACT Reviews and assigned to responsible staff to clarify data, address performance issues, improve outcomes, or advance program goals.

Action plan: A written plan that outlines steps to address performance gaps or improve the quality of services or operations, including corrective actions, responsible staff, and timelines for implementation.

Executive Leadership Team: The group of executive staff responsible for providing leadership, strategic direction, and oversight of agency operations.

IMPACT: Insight, Measurement, Performance, Accountability, Continuous improvement, Transparency. OYA’s performance management system.

IMPACT Review: A monthly structured meeting used to review program performance data, assess progress toward established targets, and identify actions needed to improve outcomes and service delivery.

Performance measure: A quantifiable indicator used to track performance and assess progress toward established goals or targets.

Program: An operational area within OYA responsible for delivering services or functions and reporting performance measures through the IMPACT performance management process.

Program lead: The staff member responsible for program oversight, monitoring and reporting on performance measures, ensuring completion of action items, and reporting progress during IMPACT Reviews.

Scorecard: A monitoring tool used to track performance measures that consistently meet or exceed their targets and no longer require regular discussion during IMPACT Reviews while maintaining ongoing oversight of performance.

III. **POLICY:**

IMPACT is the agency's performance management system used to monitor program performance, strengthen service delivery, and support data-informed decision-making. OYA assesses progress toward established targets, identifies opportunities for improvement, celebrates successes, and ensures accountability for results through monthly performance reviews.

IMPACT is guided by the following principles:

- Center diversity, equity, inclusion, and Positive Human Development in evaluating performance and outcomes.
- Use data to monitor progress toward agency goals, inform decisions, and guide improvement efforts.
- Establish clear performance expectations and hold teams accountable for results and follow-through.
- Strengthen service delivery through strategic planning and ongoing process improvement.
- Promote transparency, open dialogue, and collaboration to support problem-solving and collective accountability.
- Focus discussions on data and results rather than individuals to encourage learning and constructive feedback.
- Encourage shared ownership of data, empower programs to address challenges within their span of control, and work collectively to achieve better outcomes.

OYA leadership supports continuous improvement through strategic planning and performance management. The Executive Leadership Team conducts strategic planning that projects major initiatives up to three years in advance and incorporates priorities established by the Governor's Office, the agency's Diversity, Equity, and Inclusion Action Plan, or other emerging priorities. IMPACT serves as a mechanism for monitoring progress toward these priorities.

IV. Performance Management

A. IMPACT Reviews

1. IMPACT Reviews are monthly structured performance review meetings that provide a consistent forum for examining program performance data, identifying trends, reviewing agency performance measures, and monitoring progress toward established targets to determine actions necessary to improve outcomes.
2. The OYA director, in collaboration with the Executive Leadership Team, determines which program areas participate in the IMPACT Reviews.
3. Programs must present once a month during their scheduled IMPACT Review, unless otherwise instructed by the OYA director.
4. During IMPACT Reviews, program leads must present performance data, provide context and analysis of results, and identify improvement strategies when performance measures fall below established targets.
5. Assistant directors must attend presentations for programs within their divisions, unless otherwise approved by the OYA director or designee.
6. IMPACT Review slide decks are publicly available on the [OYA public website](#) to promote transparency and accountability.

B. Action Items

1. Action items identified during IMPACT Reviews must be documented and monitored by the OYA research team and the IMPACT performance manager.
2. The assigned research analyst must work with program leads to ensure status updates are entered into the IMPACT action item spreadsheet by the established deadline provided by the IMPACT performance manager.
3. The IMPACT performance manager must follow up with individuals, other than the program lead, assigned action items to ensure the IMPACT action item spreadsheet is updated by the established deadline.
4. Progress on action items must be reviewed at subsequent IMPACT Reviews by either the OYA research manager or program lead.
5. The progress review must include the results of completed actions, current status updates, and next steps for items that remain incomplete.

C. Action Plans

1. Programs with performance measures that fall below established targets may be required to develop formal action plans to address performance gaps and support improvement.
2. When performance results indicate a significant need for intervention, or when measures fail to demonstrate sufficient improvement over time, the OYA director or division assistant director may require the development of a formal action plan.
3. When a measure is identified for corrective action, the program lead, in coordination with the division assistant director, must develop an action plan that includes the desired outcome/goal, action steps, responsible person(s), and estimated date of completion.
4. The action plan must be presented by the program lead at the subsequent IMPACT Review. Progress on the plan must be monitored through future IMPACT Reviews until satisfactory improvement is demonstrated.

D. Scorecards

1. The OYA director may determine that performance measures consistently meeting or exceeding established targets will transition to a scorecard.
2. If a performance measure has a scorecard, the scorecard must be included as a final slide in the program's slide deck to support ongoing monitoring.
3. If a scorecard measure falls below its target for three consecutive months, or as instructed by the OYA director, the measure must return to the monthly IMPACT Review process for closer monitoring and discussion.

V. LOCAL OPERATING PROTOCOL REQUIRED: NO