



Oregon Youth Authority

Issue Brief

January 2015

The OYA Performance Management System

10

Number of OYA close-custody facilities

650

Approximate number of youth offenders OYA supervises in close custody

550

Approximate number of youth offenders OYA supervises in community residential treatment and foster care settings

450

Approximate number of youth offenders OYA supervises who live independently or at home in communities

323

Total Funds, in millions of dollars, allocated to OYA in 2013-2015

88

Approximate percent of OYA's budget spent locally in facilities and communities

Streamlining agency operations

The Oregon Youth Authority developed the OYA Performance Management System over a four-year period beginning in late 2009. OPMS is designed to continuously monitor and measure the effectiveness of the agency's core processes. This system allows OYA to spot processes that are not working optimally, identify barriers to performance, streamline processes, save time and money, increase program and process effectiveness, and deliver high-quality treatment and reformation services.

Establishing the foundation

Development of the OYA Performance Management System began by reviewing OYA's mission, clarifying the agency's vision statement, and revisiting the agency's values and goals. The process, which was led by the OYA Cabinet, solicited input and comment from employees throughout the agency.

The agency's **mission** remains to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The agency's streamlined **vision** is that youth who leave OYA go on to lead productive, crime-free lives.

The agency's **core values** were proposed by Cabinet and confirmed by employees as being integrity, professionalism, accountability, and respect.

Next came development of **key goals** for the agency. These key goals, which drive all programming decisions, are to create and maintain:

- ▲ A highly effective and efficient organization;
- ▲ Integrated safety, security, and youth reformation systems;
- ▲ Engaged, healthy, and productive youth;
- ▲ Engaged, culturally competent, and successful employees; and
- ▲ Collaborative, communicative, and transparent leadership.

Oregon

Youth Authority

530 Center Street NE

Salem, OR 97301-3765

Reception: 503-373-7205

En Espanol: 503-373-7205

Web: www.oregon.gov/OYA



Mission

The Oregon Youth Authority protects the public and reduces crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.



Vision

Youth who leave OYA will go on to lead productive, crime-free lives.



Core Values

Integrity
Professionalism
Accountability
Respect



Director

Fariborz Pakseresht



Deputy Director

Joe O'Leary



Key Service Areas

Business Services
Community Services
Facility Services
Health Services
Information Services
Treatment Services

Determining core processes

Within any organization there are core processes that must operate efficiently and effectively for the organization to be successful. OYA has defined the agency's core operating processes as:

- ▲ Managing youth and staff safety,
- ▲ Managing the youth commitment process,
- ▲ Managing youth intake and assessment,
- ▲ Managing youth health care,
- ▲ Providing basic youth services, and
- ▲ Managing youth reformation services.

Supporting these operating processes are the following core supporting processes:

- ▲ Communicating with internal and external stakeholders,
- ▲ Conducting strategic and operations planning,
- ▲ Evaluating and improving performance,
- ▲ Managing organizational finances,
- ▲ Developing human resources,
- ▲ Securing and managing goods, services, and facilities, and
- ▲ Leveraging data, research, and technology.

Measuring results

To ensure these core processes (and the many related subprocesses) achieve the desired results, OYA has developed more than 100 process measures that are used to monitor daily operations.

Managers and staff meet to review the status of these processes, and report each quarter on whether the processes are meeting targets or are lagging. If processes are not meeting targets, managers discuss whether a process improvement review is needed. The focus of the reports is to ensure problems are identified and solutions are developed.

In addition, these measures roll up to the agency's Key Performance Measures, which are reviewed every two years by the Oregon Legislature. All process measures eventually will be available online for easy access by staff and the public.

This level of transparency will help OYA continue to ensure it delivers the high-quality and effective juvenile justice and public safety services expected by Oregonians.