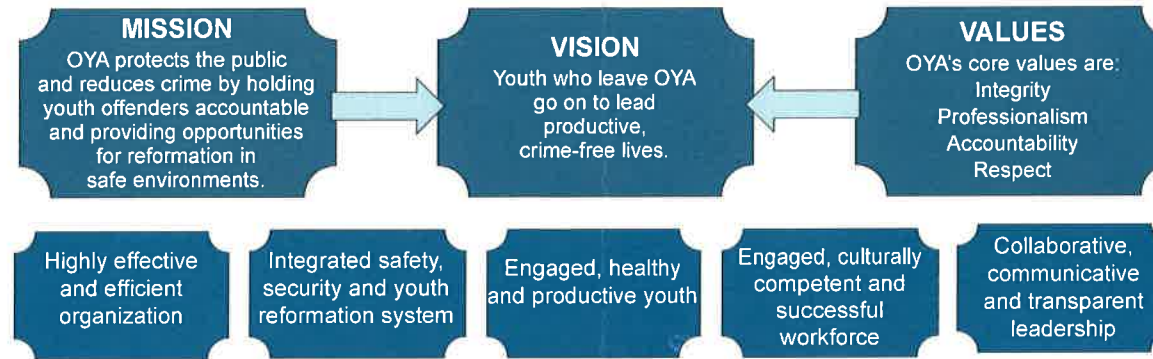




OREGON YOUTH AUTHORITY PERFORMANCE MANAGEMENT SYSTEM FUNDAMENTALS MAP

January 1, 2015



FOUNDATIONS

KEY GOALS

CORE PROCESSES

PROCESS OWNERS

SUB PROCESSES

PROCESS MEASURES

Blue indicates measures with sub-measures

OUTCOME MEASURES

KEY PERFORMANCE MEASURES

OPERATING PROCESSES

SUPPORTING PROCESSES

OP 1: Managing youth and staff safety	OP 2: Managing the youth commitment process	OP 3: Managing youth intake and assessment	OP 4: Managing youth health care	OP 5: Providing basic youth services	OP 6: Managing youth reformation services	SP 1: Communicating with internal and external stakeholders	SP 2: Conducting strategic and operations planning	SP 3: Evaluating and improving performance	SP 4: Managing organizational finances	SP 5: Developing human resources	SP 6: Securing and managing goods, services and facilities	SP 7: Leveraging data, research and technology
PC, CM, JD	PC, CM	PC, CM	MA, WV	PC, CM, JD, MCH	CM, PC, WV, MCH	AS, CM, MCH	JO, PC, CM, JD	JO, PC, CM, JD	JD	JD	JD	KK
<ul style="list-style-type: none"> A. Ensuring daily operations are effectively managed B. Ensuring physical plants are safe and secure C. Selecting and maintaining appropriate equipment and technical systems D. Preventing self-harm and assault of others E. Ensuring safe transportation of youth F. Deploying appropriate staffing G. Managing systems resources to maximize youth, staff and public safety H. Preventing and managing escapees and runaways I. Maintaining sanitation J. Meeting PREA standards for monitoring, responding and following up on sexual abuse allegations 	<ul style="list-style-type: none"> A. Receiving delinquency information B. Staffing cases with partner agencies C. Making referrals to treatment programs D. Recommending court actions E. Ensuring proper records management F. Validating court orders and commitment dates G. Participating in hearings and dispositional hearings H. Ensuring youth comply with legal requirements and court mandates I. Reporting progress to courts J. Ensuring victims' rights are met K. Submitting termination documents L. Terminating cases M. Exiting youth offenders 	<ul style="list-style-type: none"> A. Confirming documentation received B. Confirming first-day checklists C. Assessing criminogenic risks and needs D. Assessing physical, mental and behavioral health E. Assessing special needs F. Reviewing youth behavior during the assessment period G. Identifying appropriate treatment and placement resources H. Managing the youth offender population via a validated youth classification system I. Making recommendations to the Administrative Review Board 	<ul style="list-style-type: none"> A. Performing physical and dental evaluations B. Creating medical care plans C. Assessing and treating mental health conditions D. Screening for infectious diseases E. Educating youth and staff on health care issues F. Responding to youth health care requests (medigrams) G. Administering medications H. Administering immunizations I. Developing and maintaining health care policies and procedures J. Managing contracts for medical services and products, and with contracted primary and specialty health care providers 	<ul style="list-style-type: none"> A. Providing food services B. Providing canteen services C. Providing mail services D. Providing clothing, linens and laundry svcs. E. Providing for good hygiene F. Providing for family communications and visits G. Providing recreation opportunities H. Transferring and transporting youth I. Overseeing community out-of-home placements J. Making culturally specific services available K. Facilitating access to faith services L. Ensuring a system for grievances and appeals M. Managing youth behavior N. Providing access to courts and counsel O. Identifying and securing resource entitlements P. Managing youth funds 	<ul style="list-style-type: none"> A. Holding youth accountable B. Using assessment information to develop case plans C. Initiating case plan reformation recommendations D. Delivering case plan services E. Providing treatment opportunities F. Managing restitution to victims G. Assessing and re-assessing youth progress on an ongoing basis H. Adjusting case plans based on assessments I. Meeting case plan objectives J. Engaging families in reformation K. Providing educational and vocational services L. Managing re-entry and/or transitions M. Closing cases 	<ul style="list-style-type: none"> A. Developing and implementing communication strategies B. Developing communication materials C. Managing internal communications D. Managing external communications E. Involving citizens as advisors and volunteers F. Monitoring outcomes 	<ul style="list-style-type: none"> A. Identifying trends and changing needs B. Complying with new legal mandates C. Defining current state of agency operations and program delivery D. Defining the desired future state of agency operations and program delivery E. Identifying the gaps between the current and desired future states F. Identifying the financial and other resources needed to close the gap G. Developing implementation plans H. Developing timelines and measures I. Conducting target reviews and making adjustments as required J. Maintaining emergency response plan K. Keeping agency rules and policies compliant with laws and standards. 	<ul style="list-style-type: none"> A. Defining baseline (current state of strengths and weaknesses) B. Identifying industry benchmarks using research-based best practices C. Setting outcome and process targets D. Identifying the gaps between the current state and the desired targets E. Prioritizing initiatives F. Implementing process improvements G. Monitoring outcomes and adjusting actions as needed H. Conducting program evaluations I. Conducting regular internal audits to reduce agency risk J. Responding to reports of youth and staff misconduct 	<ul style="list-style-type: none"> A. Establishing budgets B. Managing accounting C. Managing payroll D. Managing cash E. Managing accounts payable F. Managing accounts receivable G. Managing reporting H. Managing assets I. Ensuring compliance 	<ul style="list-style-type: none"> A. Identifying human resources needs B. Recruiting, hiring and retaining a diverse workforce C. Orienting new employees D. Providing training, coaching, mentoring and development opportunities E. Managing worker compensation and SAIL claims F. Reviewing and evaluating performance G. Managing succession planning H. Assessing classification and managing compensation I. Coordinating bargaining agreements J. Recognizing performance K. Coordinating the employee exit process 	<ul style="list-style-type: none"> A. Determining needs B. Understanding and applying ORSs and OARs specific to contracting and procuring C. Determining appropriate procurement method (e.g., purchase order, request for proposal, three bids) D. Contracting and procuring goods and services E. Efficiently operating and maintaining physical plants F. Monitoring delivery of services and products G. Approving invoices for payment H. Reporting and closing budget cycles I. Conducting evaluation services 	<ul style="list-style-type: none"> A. Governing IT B. Delivering enterprise business applications (non-JJIS) C. Delivering and maintaining JJIS D. Optimizing value of technology E. Providing business intelligence and research
<ul style="list-style-type: none"> OP 1.1: Runaways OP 1.2: Escapes OP 1.3: Youth-on-staff assaults OP 1.4: Youth-on-youth assaults OP 1.5: Sexual behavior allegations OP 1.6: Facility staff safety 	<ul style="list-style-type: none"> OP 2.1: Access to community services – capacity OP 2.2: Access to community services – timeliness OP 2.3: Victims notified of rights OP 2.4: Victims notified prior to parole 	<ul style="list-style-type: none"> OP 3.1: Intake RNA completion OP 3.2: Case plan relevance to RNA OP 3.3: Intake length-of-stay OP 3.4: Access to educational services OP 3.5: Timely case plan audits OP 3.6: Initial psychological evaluations OP 3.7: ATOD assessments 	<ul style="list-style-type: none"> OP 4.1: Suicidal risk assessment OP 4.2: Treatment service delivery OP 4.3: Response to psychology referrals – timeliness OP 4.4: Medical examination and care plan development OP 4.5: Dental care OP 4.6: Medication administration errors OP 4.7: Immunization administration OP 4.8: Response to sick call requests – timeliness 	<ul style="list-style-type: none"> OP 5.1: Access to family – visits OP 5.2: Access to family – calls OP 5.3: Participation in cultural groups OP 5.4: Grievance system responsiveness 	<ul style="list-style-type: none"> OP 6.1: Residential program performance OP 6.2: Returns to DOC OP 6.3: Treatment assessment OP 6.4: Treatment progress OP 6.5: School and work engagement OP 6.6: Restitution paid OP 6.7: Treatment fidelity OP 6.8: Initial MDT completion 	<ul style="list-style-type: none"> SP 1.1: Executive notifications SP 1.2: Executive communications SP 1.3: Message generation SP 1.4: Public reputation SP 1.5: Public engagement SP 1.6: Cultural advisory group participation 	<ul style="list-style-type: none"> SP 2.1: Breakthrough initiatives SP 2.2: Current agency policies 	<ul style="list-style-type: none"> SP 3.1: Idea implementation SP 3.2: Staff involvement SP 3.3: Process measures meeting target SP 3.4: Outcome measures meeting target SP 3.5: Outcome evaluation effectiveness SP 3.6: Timely PSO cases SP 3.7: Investigation disposition outcomes SP 3.8: Timely response to hotline 	<ul style="list-style-type: none"> SP 4.1: SPOTS card usage SP 4.2: Payroll accuracy SP 4.3: Collection efforts SP 4.4: Travel claims SP 4.5: Accounting corrections 	<ul style="list-style-type: none"> SP 5.1: Time loss due to injury SP 5.2: Applicant diversity SP 5.3: iLearn training completion SP 5.4: Hiring and oversight SP 5.5: Performance appraisals 	<ul style="list-style-type: none"> SP 6.1: Purchasing satisfaction SP 6.2: Contract processing – timeliness SP 6.3: Purchase order processing - timeliness SP 6.4: Physical plant work order responsiveness 	<ul style="list-style-type: none"> SP 7.1: Enterprise application uptime SP 7.2: IT customer satisfaction SP 7.3: IT project management SP 7.4: Information security SP 7.5: Service desk efficiency SP 7.6: Completed JJIS reports SP 7.7: Successful JJIS report uploads

