# TEACHER STANDARDS and PRACTICES COMMISSION

## Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date:

| 2013-2014 KPM # | 2013-2014 Approved Key Performance Measures (KPMs) |
|---|---|
| 1 | PHONE/EMAIL CUSTOMER SERVICE – Percent of phone calls and email responded to within 3 days. |
| 2 | APPLICANT CUSTOMER SERVICE – Percent of completed applications processed in 20 days. |
| 3 | INVESTIGATION SPEED – Percent of investigated cases resolved in 180 days (unless pending in another forum). |
| 6 | CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. |

| New Delete | Proposed Key Performance Measures (KPM's) for Biennium 2015-2017 |
| --- | --- |
| | **Title:**<br><br>**Rationale:** |

| TEACHER STANDARDS and PRACTICES COMMISSION | I. EXECUTIVE SUMMARY |
|---|---|

**Agency Mission:** To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregon's students.

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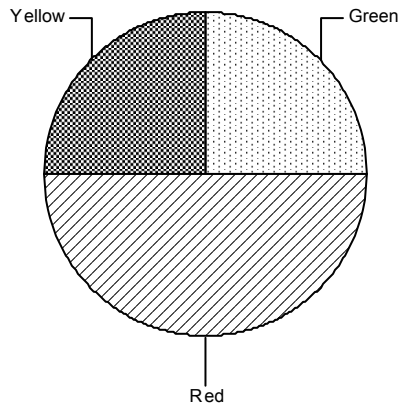
| **Contact:** Vickie Chamberlain | **Contact Phone:** 503-378-6813 |
| **Alternate:** | **Alternate Phone:** |

## Performance Summary

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## 1. SCOPE OF REPORT

Licensure and discipline functions are the agency services covered by the key performance measures. Program approval functions are not covered by the key performance measures, although reports of program site visits are public documents and available upon request.

## 2. THE OREGON CONTEXT

The Oregon Teacher Standards and Practices Commission sets standards for, approves and reviews Oregon educator preparation programs including: teaching; administration; school counseling, school psychology and school social work. These standards are the context for Oregon college and university graduates' professional educational licensure quality. The Commission issues licenses in all of the above-mentioned categories and also issues charter school registrations for charter school teachers and administrators and school nurse certifications. These Commission-issued licenses, registrations and certifications permit public school educators to work in their licensed field in Oregon public schools supported by public funds. Finally, the Commission serves as the professional practices board for public educator misconduct and has the authority to issue private letters of reproval, reprimands, place educators on probation, suspend or revoke educators' licenses as a result of professional misconduct. The Commission partners with: Oregon Education Investment Board, Oregon Department of Education; Oregon public higher education educator preparation programs (Western Oregon University; Oregon State University; University of Oregon; Portland State University; Eastern Oregon University; Southern Oregon University); private higher education educator preparation programs (Concordia University; Corban University; George Fox University; Lesley University; Lewis and Clark College; Linfield College; Marylhurst University; Multnomah University; Northwest Christian University; Pacific University; University of Portland; University of Phoenix; Warner Pacific College; Willamette University); Oregon Education Association, Confederation of Oregon School Administrators; Oregon School Personnel Association and the Oregon School Boards Association. Due to severe decreases in enrollment in teacher preparation programs at least one program: Willamette University, plans to close its School of Education at then end of the 2013-2014 academic year.

## 3. PERFORMANCE SUMMARY

The agency's performance has increased on KPM's 1 and 2, and decreased for KPM's 3 and 4. KPM #1 (speed returning email and phone calls): Our target is 60 percent of email and phone calls returned in 3 days or less. We dropped from 81% in 2008 to 43% in 2009, then again to 40% in 2010. However, the number of total communications (email and phone calls) increased from 32,552 in 2008, to 49,115 in 2009, to 64,635 in 2010. The total number of phone calls, email received and walk-in customers was 61,043 in 2011-2012.KPM #2 (speed issuing licenses): Performance in number of applications processed in 20 days remained stationary at 29%. The agency's performance dropped on KPM #3 (speed from complaint to investigation report): Due to staffing turnover and family tragedy, the percentage of complaints investiged in 18 months dropped from 63% to 43%. KPM #4: The agency's ratings of above average to excellent remained statistically consistent with 51% in 2011-2012 and 50% in 2012-2013.

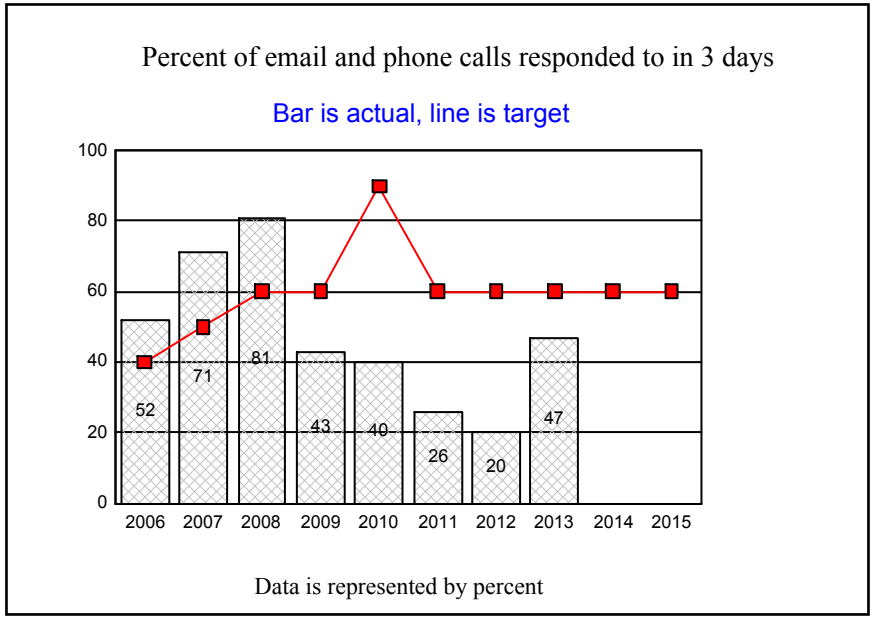
## 4. CHALLENGES

The agency's challeges have been related to staffing levels and consistency. The agency turned over the Director of Licensure position two times since 2008 and lost the position entirely during the 2013 Legislative Session. These duties landed on the Executive Director's desk with no concomitant reduction in duties.Staffing in the agency has been reduced from a high of 26 (with two limited duration positions) to the current staffing of 16 to 17 people due to a severe drop in licensure revenue.The agency's electronic data system is dated and breaking down. The replacement costs exceed $500,000.

## 5. RESOURCES AND EFFICIENCY

The agency's budget for 2011-2013 was $5,544,612 (all funds). The agency projected receipt of $5,193,850 and received approximately $4,524,400.The impact was as follows: 1. Staffing was reduced through removal for cause, lay offs and keeping vacancies open.2. Agency was able to salvage an ending cash balance for the biennium that exceeds the necessary three-months' worth of operations needed. Efficiencies in past year: 1. Eliminated overtime; 2. Eliminated paper sent to Commissioners at meetings including reducing mailing costs. Commissioners now access all commission materials on a secured web site for confidential information and a public web site for other materials. 3. Went paperless for licensure (no longer mail out letters, renewal notices or paper licenses.)4. Reduced staff travel, including investigators by conducting more telephone interviews, and requiring licensees to come to Salem for interviews.5. Reduced overall staff travel.

| KPM #1 | PHONE/EMAIL CUSTOMER SERVICE – Percent of phone calls and email responded to within 3 days. | 2002 |
|---|---|---|
| Goal | CUSTOMER SERVICE: Provide high quality services to all stakeholders. | |
| Oregon Context | AGENCY MISSION: To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregons students. | |
| Data Source | Internal data collection of daily email received, phone messages received, email responses and phone message responses. [Electronic data collection system] | |
| Owner | Licensure, Victoria (Vickie) Chamberlain (503) 378-6813 | |




## 1. OUR STRATEGY

Returning phone calls and emaill quickly allies licensee anxiety. It also facilitates the issuance of licenses if we are able to help the applicant make a better

application. The slower we are at responding, the more people send duplicate email searching for answers (or they call). We publish statistics daily regarding numbers of calls answered as well as numbers of email pending and responded to by staff.

**2. ABOUT THE TARGETS**

An ideal target would be 100 percent in 48 hours. However, we do not have the staffing to manage this outcome. If any person is ill, we quickly become buried in the volume. A higher percentage represents a better response time to licensees.

**3. HOW WE ARE DOING**

We are not doing as well as we believe we could do in this area. [Communications are email and phone calls.]We made actual gains from 2006 through 2008 and achieved a high return rate of 81% in three days. However, due to staff turnover in leadership in this unit and other staffing, we took a steep drop in 2009 to only 43% communications returned in three days.

The move to assigning district liaisons has been a success, communications-wise, however, we are unable to electronically track the number of phone calls that agency staff receive related to customer service on their direct phone lines. Nor are we able to track the "turn-around" time for these calls. We started this program about mid-year 2010, and have continued it into the present. We also believe that agency furloughs and the agency's inability to pay overtime to deal with backlogs as they arise has had a huge impact on performance this past year. Due to budget reductions due to reduced revenue, we lost five positions in licensure related to lay offs and natural attrition. Positions were not filled to reduce agency overall expenditures.Finally, due to the small size of the staff, any turn over, illness or other legitimate absence sets us back very quickly. We currently have two full time staff assigned to answer phone calls, respond to email and serve walk-in customers. This is down from a high of six public service representatives in 2007-2009.

**4. HOW WE COMPARE**

We do not have actual data, but in reviewing results with many of our neighboring states (through informal conversations), it appears that even though we are not meeting our own expectations, in the educator licensure arena, Oregon's office excels at customer service.

**5. FACTORS AFFECTING RESULTS**

Factors affecting results:1. Furloughs and no overtime for backlog decreases;2. Reduced staffing due to reduced revenue;3. Reduced volume in phone calls and email, due to fewer applications.

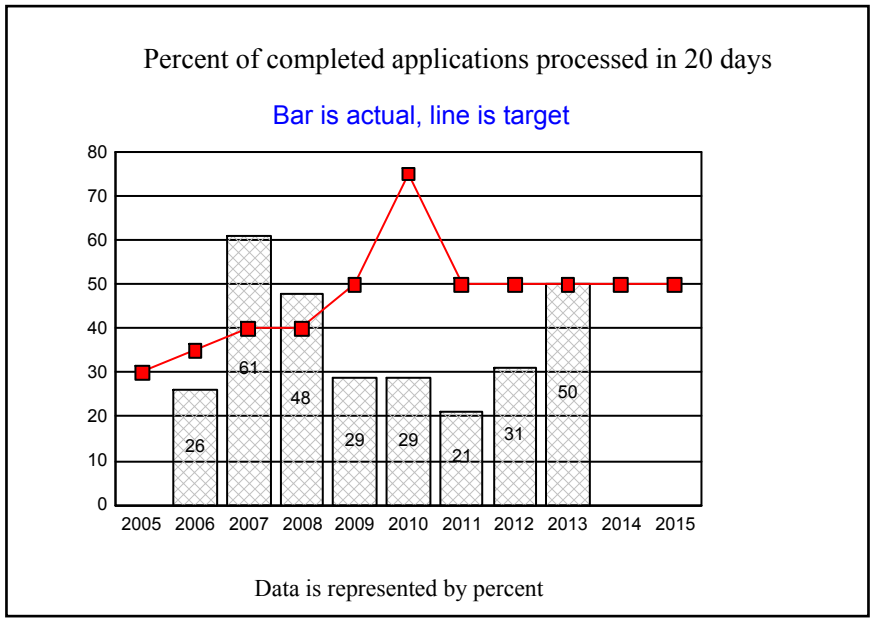
**6. WHAT NEEDS TO BE DONE**

Hire more staff (in process of adding three customer service representative in new biennium)Continue to monitor performance both good and bad;

**7. ABOUT THE DATA**

The reporting cycle is the calendar year: July 1, 2012 to June 30, 2013The data for email are reliable. We have accurate electronic tracking of all phone calls and email through our electronic filing sytem. However, as noted above, we have transferred some of the workload to direct-phone access rather than sole access through the agency's main phone line and general email inbox. That workload is fully not trackable given our current configuration for electronically collecting data and lack of ability to replace our current electronic filing system.We are no longer tracking phone calls, only email.

| KPM #2 | APPLICANT CUSTOMER SERVICE – Percent of completed applications processed in 20 days. | 2003 |
|---|---|---|
| **Goal** | CUSTOMER SERVICE: Provide high quality services to all stakeholders. | |
| **Oregon Context** | AGENCY MISSION: To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregons students. | |
| **Data Source** | Internal tracking of date application received through date license is issued | |
| **Owner** | Licensure, Victoria (Vickie) Chamberlain (503) 378-6813 | |




## 1. OUR STRATEGY

We have increased the number of license evaluators (people who issue the licenses) from three to five (effective May 1, 2011), but reduced staffing due to budgeting has affected this strategy.

## 2. ABOUT THE TARGETS

Originally, we developed the targets using anecdotal information. The data collected since 2006 represents actual numbers. We believed, based on the anecdotal data that we were ambitious about adopting targets believing it would drive us more quickly toward achieving them. The real data reveal that we were too cautious. The direction we want to achieve is a higher percentage.

## 3. HOW WE ARE DOING

Due to staffing trends in 2008 through 2010, the numbers of licenses issued dropped slightly resulting in a gradually building backlog. By reorganzing the that area of the agency, and increasing the number of people issuing licenses, we were able to reduce the backlog of unprocessed complete applicatons.However, due to severe budget reductions during the 2011-2013 biennium, staffing in the licensure area was reduced by one manager and two support positions. Additionally, the reduced revenue was a result of reduced numbers of applications submitted resulting in an opportunity for staff to catch up. Processing was averaging 20 days or less from February 15, 2013 through June 15, 2013.

## 4. HOW WE COMPARE

Our customer service survey respondents tell us we are generally faster than California, Washington and Arizona when it comes to issuing licenses. We do not have data on how other state agencies fair in this area.

## 5. FACTORS AFFECTING RESULTS

1. Staffing reductions resulting in job rotations into areas outside of the general licensure area (mail intake, deposit receipting, document scanning and review, etc.)2. We went fully paper less in October 2012 which reduced the amount of time each months (several days of man-hours) handling paper licenses, letters, renewal notices and other correspondence.3. Reduced number of applications.

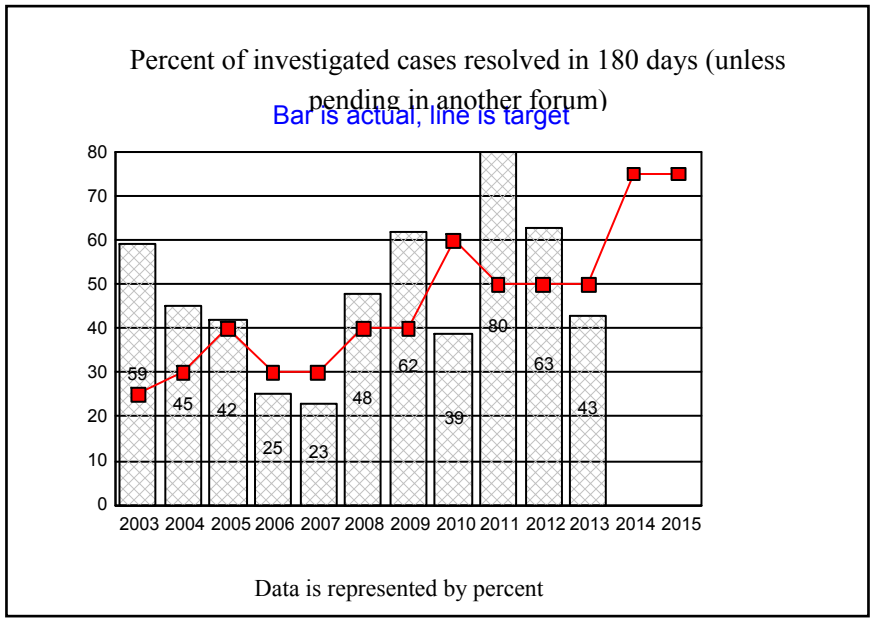
## 6. WHAT NEEDS TO BE DONE

1. We have increased the number of people issuing licenses from two in 2010 to five in 2011 and 2012.2. Continue strong staffing in positions that issue licenses;3. Purchase new electronic system to allow for on-line applications.

## 7. ABOUT THE DATA

Data cycle: July 1, 2012 through June 30, 2013.Strengths of the data: 1. Collected from electronic data base.Reliability: We compare the figures collected at year end to the ongoing figures collected monthly and reported to the Commission at each meeting.

| KPM #3 | INVESTIGATION SPEED – Percent of investigated cases resolved in 180 days (unless pending in another forum). | 2003 |
|---|---|---|
| **Goal** | CUSTOMER SERVICE: Provide high quality services to all stakeholders | |
| **Oregon Context** | AGENCY MISSION: To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregons students. | |
| **Data Source** | Data collected continuously electronically, cases entered and tracked. Summary of progress at each commission meeting. | |
| **Owner** | Professional Practices, Melody Hanson, Director (503) 373-1260 | |




## 1. OUR STRATEGY

Our strategy to achieve this goal is to tackle the work based on urgency of the facts presented in the complaints. We work closely with the Department of Justice on discipline cases to accomplish this goal.

**2. ABOUT THE TARGETS**

Discipline cases should be processed as quickly as possible. Investigating a higher number of complaints in 180 days would be a sign of expeditious action. Higher is better.

**3. HOW WE ARE DOING**

In 2003, the rate of resolving cases was nearly 60%. A lower than expected performance in 2007 resulted from staff turnover and a vacancy in the full time investigator position for nearly three months. The results in 2008 reflect the addition of 3.0 FTE investigators (limited duration) to the staff.The results in 2009 reflect 4 FTE investigators and 2 FTE support staff. Three of these six FTE are currently Limited Duration positions.Due to the increased staffing, our performance increased sharply from 48% in 2008 to 63% in 2012. Performance this year (2011-2012) dropped to 43%The Commission's workload has high and has been as follows (number of cases considered (investigations reviewed and final order entered):2009: 3782010: 3812011: 3732012: 361The number of complaints received annually continues to remain high with 291 cases of alleged misconduct in 2012.This compares to 135 cases reported in 2004.

**4. HOW WE COMPARE**

No data at this time. It is difficult to find agencies with similar staffing; similar procedures and similar numbers of investigations.

**5. FACTORS AFFECTING RESULTS**

1. Staff turn over resulting in needing to train a very new investigator.2. Death in the immediate family resulting in several weeks lost work (cancer death).

**6. WHAT NEEDS TO BE DONE**

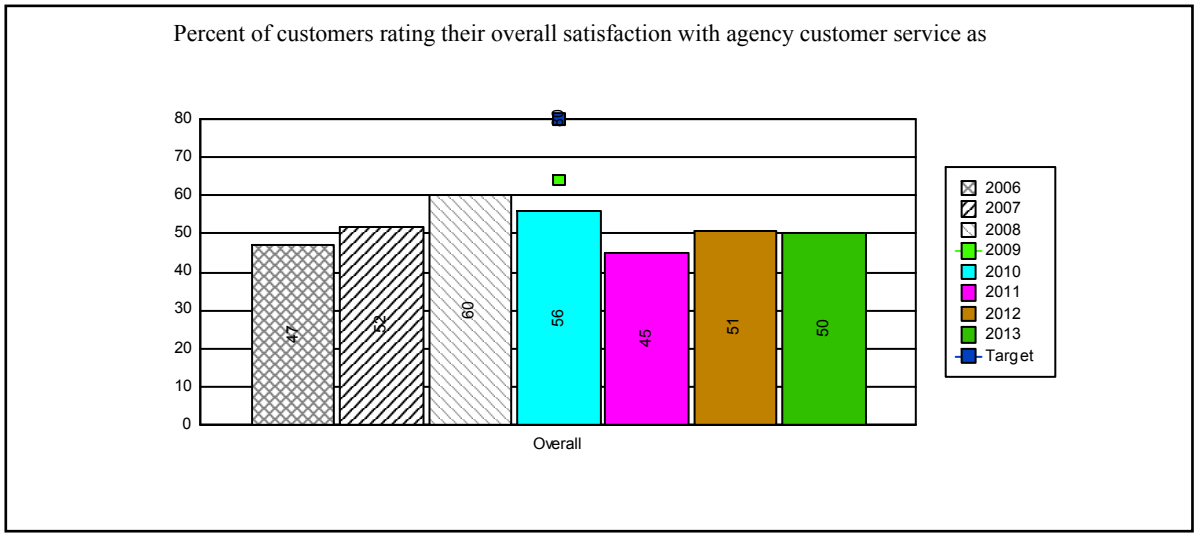
Continue to focus on serious cases and delay negotiations for settlement until after the commission considers the evidence.

**7. ABOUT THE DATA**

Data reported is from July 1, 2012 through June 30, 2013.Strengths of data include:1. Have been collecting this data since 1997. Weaknesses of the data:1. Does not reflect the variability of staffing, case complexity, and other measures that would impact results.Reliability: Data has been compliled and collected by

one person over the past 12 years. It has been analyzed and reported by one person since 2004.

| KPM #6 | CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. | 2006 |
|---|---|---|
| **Goal** | CUSTOMER SERVICE: Provide high quality services to all stakeholders | |
| **Oregon Context** | AGENCY MISSION: To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregons students. | |
| **Data Source** | Customer Service surveys sent out with licenses issued. | |
| **Owner** | Administration, Keith Menk, (503) 378-3757 | |




## 1. OUR STRATEGY

Our strategy is to improve our customer service, thereby improving the results. In October 2008, we added a comment box to our customer service survey. The results were much more valuable than the Lickert scale rating system.

**2. ABOUT THE TARGETS**

Based on the low performance of 2006, the targets were set high to encourage improvement in the evaluation of our performance.

**3. HOW WE ARE DOING**

We are not doing as well as we would like, however, the ratings have been consistent over the past five years inspite of significant staffing reductions.The ability to issue licenses more quickly has improved customer service perceptions.

**4. HOW WE COMPARE**

No data.

**5. FACTORS AFFECTING RESULTS**

1. Reduced staffing;2. Slow licensure processing; 3. Failure to reach live person on phone; 4. Delayed email responses;5. General unhappiness with the economy (comments from educators -- employment rate of active licensed educators is just slightly less than 50%)

**6. WHAT NEEDS TO BE DONE**

1. Increase staffing;2. Keep licensure processing times up3. Keep information clear and accessible.

**7. ABOUT THE DATA**

Reporting cycle: July 1, 2012 through June 30, 2012Data: We only "count" ratings above average or excellent.Strengths -- gives general perception of agency above average performance. If include "average" and above, agency performance leaps to just under 80% customers satisfied.Only 7.72% rated performance as poor.

| TEACHER STANDARDS and PRACTICES COMMISSION | III. USING PERFORMANCE DATA |
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**Agency Mission:** To establish, uphold and enforce professional standards of excellence and communicate those standards to the public and educators for the benefit of Oregon's students.

| **Contact:** Vickie Chamberlain | **Contact Phone:** 503-378-6813 |
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| **Alternate:** | **Alternate Phone:** |

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

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| **1. INCLUSIVITY** | *** Staff :** Management staff participated with Commission to develop measures.Staff reviewed and commented on targets for KPM 1 and 2 at staff retreat.Staff review statistics daily.<br><br>*** Elected Officials:** While not directly involved, questions from elected officials over the years helped the commission to develop the measures.<br><br>*** Stakeholders:** Members of public including higher education, Oregon Education Association, Confederation of Oregon School Administrators, Oregon School Personnel Association, school districts and others were invited into the discussion when measures initially adopted.<br><br>*** Citizens:** • Citizens: Citizens were not directly involved but are welcome to provide input through the Web and at Commission meetings. |
| **2 MANAGING FOR RESULTS** | The statistics related to the efficiency measures are published daily and posted within the office. The intranet also contains charts indicating daily progress toward achieving and managing pending workload such as emails pending, applications pending review and documents pending review. Recent changes include: Adding comments to the customer service survey and publishing results with staff and commission; tracking Web “look ups” daily; publishing discipline orders to the Web; connections established with some school districts and a few higher education institutions for the exchange of “real time” data, including employee licensure and other information; creating an online licensure handbook to assist districts and educators track appropriate assignments based on licensure and endorsements; we have established a phone back-up person to improve customer access to a “live body.”<br>Internally, the safety committee established a healthy snacks center in the office, provided small weights; stretching recommendations; organized short chair massages during afternoon break; first aid training; weight loss contests and other employee work-place enrichment activities.Performance, time worked, time loss and other efficiencies are monitored through regular staff evaluations and reports to Commissioners. |
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|---|---|
| **3 STAFF TRAINING** | The APR is published on the Web. We discuss at staff meetings the goals of processing speed and email and phone call response speed. |
| **4 COMMUNICATING RESULTS** | *** Staff :** Email to all staff of licensing and customer service data circulated daily.Electronic activity reports daily to track individual progress.Daily review of progress from previous day on licensure, phone calls, email, documents received, and open applications.<br><br>*** Elected Officials:** Through the budget process and through reports regarding legislation of interest.<br><br>*** Stakeholders:** Through “news releases” (licenssee, higher education and school districts); Commission meeting information.<br><br>*** Citizens:** Through publication of our meeting minutes on the Web.Posting of Annual Performance Report on the Web;Regular news letters on licensure activities;Visibility presenting at stakeholder events. |