

Case Study #22: Youth Authority Agency

A new director joined Oregon Youth Authority transformed its culture into one that is focused on results through the installation of the Results Management System. The agency started the process by creating their Fundamentals Map which identified core and supporting processes as well as owners, and most importantly outcome and process measures. The map created a sense of connectedness and comprehension, as expressed by a 20-year employee, “For the first time I understand how my work contributes to our essential processes and mission.”

OYA results include:

- Outcome measures increased 27% (since January 2013)
- Support process measures increased 7% (since January 2013)
- Youth released from close custody who receive transition services increased from 59.6% to 83.3%
- Close custody youth with active case plans within 30 days of post-intake assessment increased from 50.6% to 100%
- Case plan audits increased from 70.5% to 100% (in one quarter)
- Change in agency culture to emphasize transparency and openness between management and staff
 - 20% increase in employees responding that they “Strongly Agree” or “Agree” that OYA’s leaders generate high levels of motivation and commitment to workforce in annual survey
 - Employee engagement increased by 17%
 - One OYA employee said, “Cascading information to people on the front lines helps them make changes. They’ve moved past the fear of being beat up by the numbers.”
- Employee teams use new decision making skills learned in problem solving training to brainstorm and innovate solutions to processes that need improvement
 - By Q3 2013, 69% of agency measures met or exceeded targets
 - Overtime has been reduced by 10% saving the state approximately \$300,000 per year
 - Program effectiveness improved from 44% to 90%
 - Timeliness of case audits improved from 70% to 95%
 - In a recent legislative session, the agency was referred to as the "poster child" of great government by legislative leaders and is recognized as a true Lean organization
- Quarterly Target Reviews have evolved from a senior management exercise to a series of reviews that connect every level of the organization in a coordinated performance review and improvement efforts
 - In Q1 2013, 60% of agency measures showed improvement
 - In Q2 2013, 35% of agency measures showed improvement
 - 90% staff involvement in latest QTR
 - Agency has conducted 10 QTRs and senior managers are embracing the management system and have required all field offices to hold their own Quarterly Target Reviews
 - There are now 36 field Quarterly Target Reviews rolling up into and informing the enterprise Quarterly Target Review

Today the culture is fact based, enjoys transparent accountability, and has process/Lean initiatives happening across the agency. As a result, OYA is pioneering fact-driven youth corrections and is being widely seen by national experts as a leader in juvenile corrections. Today the agency has dozens of improvement initiatives underway focusing on everything from prescription drug distribution accuracy to optimizing youth placement to reduce recidivism. The senior and middle managers of OYA have achieved significant professional growth as a result of redefining their standard work and placing an importance on transparency and a common language. Their ability to sponsor change and their holistic view of Lean management is reflected in the widespread adoption of the Management System and its outcome and process measures through all levels of the agency.