2018 OPPMA Conference

Thursday, August 2, 2018

PAULUS LECTURE HALL
WILLAMETTE COLLEGE OF LAW
315 WINTER STREET SE, SALEM, OREGON 97301

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Oregon Public Performance Measurement Association
2018 Summer Conference
August 2, 2018

	Conference Schedule	
Time	**Topic**	**Room #**
8:00 AM	Doors open *Coffee and breakfast pastries served*	2nd Floor Lobby
8:45 AM	**"A Band of Brothers (and Sisters): Rethinking Government Accountability"** Ken Miller Founder of Change & Innovation, Author of *Extreme Government Makeover: Increasing Our Capacity to Do More Good* *90 minutes, including Q&A*	Paulus Lecture Hall (Law 201)
10:15 AM	Break *Coffee served* *Ken Miller available for autographs*	2nd Floor Lobby
	(Conference attendees may choose between two presenters)	
10:30 AM	**"Introduction to Lean Six Sigma"** John Major Founding Partner of Northwest Center for Performance Excellence, and Instructor of Lean Leadership at Portland State University's Center of Professional Education *90 minutes, including Q&A*	Spooner Lecture Hall (Law 218)
	OR	
	"Oregon's Journey in Organizational Performance Management" Scott Harra Executive Vice President of Marketing and Government Relations for Mass Ingenuity *90 minutes, including Q&A*	Paulus Lecture Hall (Law 201)
12:00 PM	**Lunch** *You are also welcome to enjoy your lunch outside on the Law School Patio*	1st Floor Lobby

Time	Topic	Room #
	(Conference attendees may choose between two presenters)	
1:00 PM	**"Dude, Where's My Data? – A Discussion on the Data Lifecycle & Big Data"** Shawn Duffy CIO and Business Intelligence Practice Lead at Axian, Inc., and Instructor of Data Analytics at Portland State University's Center of Professional Education *90 minutes, including Q&A*	Paulus Lecture Hall (Law 201)
	OR	
	"Introduction to Strategy Deployment, Part 1" John Major Founding Partner of Northwest Center for Performance Excellence, and Instructor of Lean Leadership at PSU's Center of Professional Education *90 minutes, including Q&A*	Spooner Lecture Hall (Law 218)
2:30 PM	Break *Coffee and cookies served*	2nd Floor Lobby
	(Conference attendees may choose between two presenters)	
2:45 PM	**"Essential Concepts in Machine Learning"** Adam Ashenfelter Co-Founder and Chief Data Engineer of BigML *90 minutes, including Q&A*	Paulus Lecture Hall (Law 201)
	OR	
	"Introduction to Strategy Deployment, Part 2" John Major Founding Partner of Northwest Center for Performance Excellence, and Instructor of Lean Leadership at PSU's Center of Professional Education *90 minutes, including Q&A*	Spooner Lecture Hall (Law 218)
4:15 PM	**Conference Wrap Up Discussion and Business Meeting**	Paulus Lecture Hall (Law 201)

Ken Miller
Founder, Change & Innovation Agency

Ken Miller is the founder of the Change & Innovation Agency, a firm dedicated to increasing government's capacity to do more good. Ken has worked with amazing people in the most difficult environments to tackle big issues like: Where's my tax refund? How do we make a child abuse hotline as responsive and reliable as 911?

Ken, named by Fast Company Magazine as one of the top 50 change agents in the United States, founded the Change & Innovation Agency (C!A) in 2003. The firm brings the radical improvement techniques of manufacturing to the 85% of the workforce that doesn't make widgets, so they can do what they do better, faster and cheaper. C!A works with diverse clients in government, education and the service sector to implement customer-centered change, radical process improvement, innovation and sophisticated leadership systems that include performance measurement, planning and accountability. C!A also provides a series of workshops for change agents and managers, helping them become enablers of change at their workplaces.

Prior to founding C!A, Ken served as the Director of Performance Improvement for the State of Missouri from 2001-2003 and as the Deputy Director of the state's Department of Revenue from 1998-2001. During his time in Missouri, Ken helped the state reduce the time to issue tax refunds by 80% at less cost and cut wait times in motor vehicle offices by half. He also helped to save the state more than $100 million in two years, with ten of his department's projects earning awards at the state or federal level for innovative practices and extraordinary results. Ken led the improvement initiative that earned a state agency the Missouri Quality Award, making it one of only a handful of government agencies in the country to win a Baldrige-based award. He was also co-creator of the "Show Me Results" outcome-based planning and budgeting process that garnered one of only two A grades from Governing magazine for "managing for results."

Ken speaks to thousands of government managers every year at conferences and engagements around the world. Ken received his bachelor's degree in marketing and his MBA from Northwest Missouri State University.

Ken is the author of three books: Extreme Government Makeover: Increasing Our Capacity To Do More Good, We Don't Make Widgets: Overcoming the Myths That Keep Government From Radically Improving and The Change Agent's Guide to Radical Improvement.

John Major
Founding Partner of [Northwest Center for Performance Excellence](), and Instructor of Lean Leadership at PSU's Center of Professional Education

John Major is a Founding Partner of Northwest Center for Performance Excellence and Instructor of Lean Leadership at PSU's Center of Professional Education working to promote the implementation of effective Lean Six Sigma based structured continuous improvement programs. He teaches continuous improvement principles at Portland State University and holds both a BS in Mechanical Engineering and an Executive MBA from the University of Washington.

John has over 30 years' experience leading operational teams within the high-tech industry including VP, Customer Support and Service for Xerox Office Products Group, VP, Worldwide Manufacturing & Global Supply Chain for Tektronix Corporation, and most recently as VP, Global Operations for Radisys Corporation. John has led the implementation of continuous improvement programs based on the fusion of Strategy Deployment, Lean Thinking, Six Sigma Structured Problem Solving, and Kaizen Methodology at many diverse companies over the years. He teaches continuous improvement principles at Portland State University and holds both a BS in Mechanical Engineering and an Executive MBA from the University of Washington.

Scott Harra
Executive Vice President of Marketing and Government Relations of Mass Ingenuity

Scott is an Executive Vice President with Mass Ingenuity. He is an economist with 30 years of management experience in state government. His career in state government started in Oregon's Budget and Management Division, the Governor's budget building office. He also has served with the state's Legislative Fiscal Office. The bulk of Scott's career has been with the Oregon Department of Consumer and Business Services, the state's largest regulatory agency with oversight of the insurance, banking, credit union, workers' compensation, and building codes arenas. In his nearly 20 years at the agency, he has served as the budget director, chief financial officer, deputy director, and director.

He was appointed to head the Oregon Department of Administrative Services by then Governor Kulongoski, a role he served in during the final three years of that administration. Later in his career, Scott was appointment by State Treasurer Ted Wheeler and Deputy Treasurer Darren Bond to serve as Chief Administrative Officer and Executive Advisor where he played a key role in developing Oregon State Treasury's shared services functions and modernizing the investment operations of the state.

Shawn Duffy

CIO and Business Intelligence Practice Lead at Axian, Inc., and Instructor of Data Analytics at Portland State University's Center of Professional Education

Shawn Duffy, CIO & Business Intelligence Practice Lead with Axian, Inc. and Instructor of Data Analytics at PSU's Center of Professional Education has worked in the Business Intelligence industry for over 18 years, working for many years as a Consultant with Fortune 100/500 companies throughout the US & Canada. He currently manages the Business Intelligence Practice at Axian, Inc. in Beaverton, OR and enjoys no longer sitting on airplanes ~220,000 miles each year. His specialties include Business Intelligence (BI) Strategy & Architecture, BI Roadmaps, Business Efficiencies w/ Data, Data Movement, Dashboards, Mobility for BI, and has deep Product Expertise in most Analytics Platforms (i.e. SAP, Microsoft, AWS, Tableau, etc.).

Adam Ashenfelter
Co-Founder and Chief Data Engineer for BigML

Adam Ashenfelter is a co-founder and engineer at BigML a company with the goal of democratizing Machine Learning tools. Adam started his journey with Machine Learning while earning his MS in Computer Science from Oregon State University. Since then he has been part of a series of AI and data-oriented start-ups in Oregon. He's built and applied ML tools for a diverse set of domains including satellite health monitoring, product recommendation, traffic analysis, and fitness tracking.
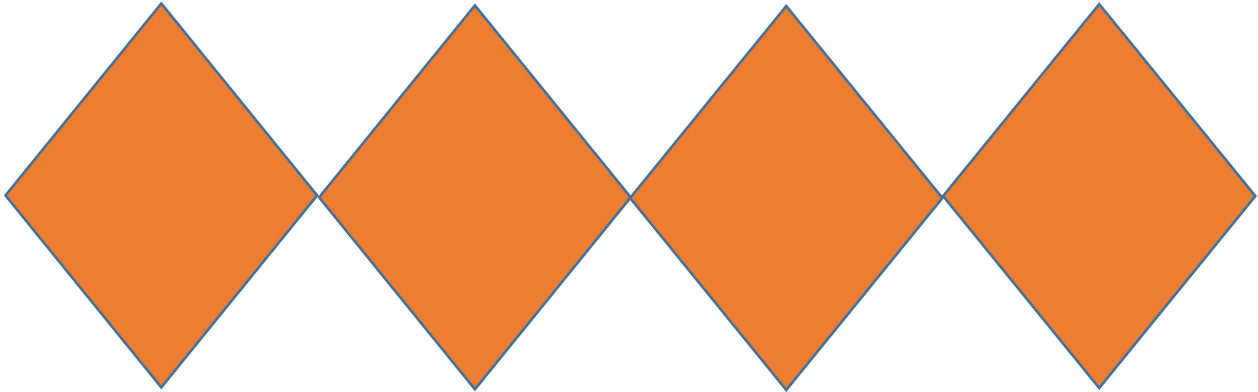
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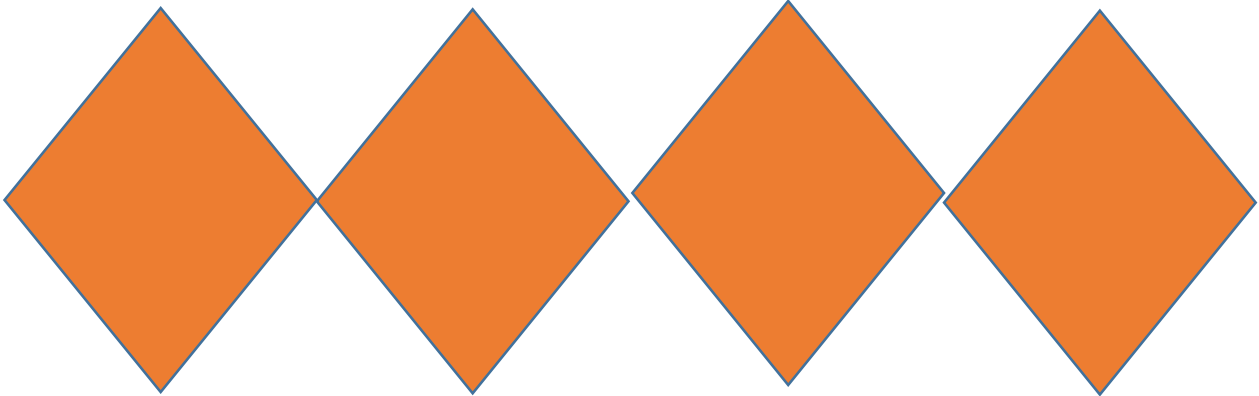
Session: Ken Miller
"A Band of Brothers (and Sisters): Rethinking Government Accountability"
(1.5 Hours)

Accountability has been hailed as the panacea for most government ailments. Simply develop performance measures, set targets, and then hold people accountable for achieving them. What can possibly go wrong? Ken Miller deconstructs the "miracle cure" of performance management, explaining how it not only doesn't work but produces devastating side effects. Ken then shows what true accountability looks like and provides a prescription for making it work in public service. Participants will learn:

- How data and measurement can be used for good, and why it often isn't
- Why efforts to "hold people accountable" rarely work and usually backfire
- How big data, targets, dashboards, STAT systems, and more sophisticated measurement software are enabling people to do "the wrong thing righter"
- The one belief that changes the way you look at everything
- The secret to true accountability that inspires people to do extraordinary things
- Where to focus your efforts to increase government's capacity to do more good

Session: John Major
 "Introduction to Lean Six Sigma"
(1.5 Hours)

Originally, both Lean and Six Sigma arose from the world of product manufacturing where they were used as key methodologies to eliminate defects, minimize waste, and improve process performance. Increasingly, these same methodologies are being adapted and applied to all manner of business and enterprise from banking and insurance, to service organizations, healthcare and more recently, governmental agencies looking to drive overall performance excellence.

This session will provide participants with a base understanding of both Lean and Six Sigma and some of the key principles behind their methodologies. This presentation will contrast the similarities and differences between Lean and Six Sigma and provide participants with an understanding of when and where the tools can be best applied independently, or in combination, to form a particularly powerful problem solving and process improvement tool set, Lean Six Sigma. Time will be allotted for discussion of a few real-life challenges faced by the audience and explore how these tools might be applied within these situations to drive performance improvement.

Session: Scott Harra
 "Oregon's Journey in Organizational Performance Management"
(1.5 Hours)

Scott will share the history of the lean-based management system in Oregon, its successes, and how it has helped to turn several state agencies around.

Session: Shawn Duffy
 "Dude, Where's My Data? A Discussion on the Data Lifecycle and Big Data"
(1.5 Hours)

Where does data originate? How does it get to our screens/eyes? What do we do with it once it's there? Data and analytics are ubiquitous with increased dependency/pressure on great information to make decisions faster, more accurate, and with greater detail. No one is safe and understanding the process of twists and turns data can take on its transformation into actionable information will help us increase our efficiency. This session will cover the Data Lifecycle from origination (Creation/Capture) through to the action steps (Share) or removal (Archive/Purge) and all the steps in between. If you've ever wondered about the sourcing, calculations, or methodology by which your information gets to you and your colleagues, then this session is for you. Data has a life of its own and we're here to discuss it, understand it, and hopefully begin to master it.

Session: John Major
"Introduction to Strategy Deployment"
(3 Hours)

The use of Lean Six Sigma based continuous improvement (CI) methodologies has now expanded far beyond traditional manufacturing into all manner of industry and governmental agencies. With this expansion, organizations of all types have embarked on a journey to implement a "culture of continuous improvement". Unfortunately, with that effort, many companies fall into the first trap of poor CI implementation… quickly establishing an internal metric that counts the number of improvement projects undertaken. Implementation of this new metric in turn motivates the organization to quickly initiate a broad array of Lean Six Sigma projects in rapid succession with minimal regard to which projects will materially advance the organization's primary objectives, or how much bandwidth the organization maintains for new projects and initiatives. The end result of this approach can lead to a large number of incomplete projects, resulting in significant waste and a heavy dose of employee resentment for the CI effort in general.

Fortunately, a simple set of tools and methodologies has been developed to help organizations insure that their CI efforts are properly aligned and prioritized against their organization's primary goals and tracked to successful completion to insure management accountability. Born from the Japanese principle of Hoshin Kanri, many people are now referring to these collective techniques as "Policy Deployment", "Strategy Deployment" or "Strategy Execution".

During this session participants will be introduced to the basic tools, techniques, and methodologies used within the Strategy Deployment approach through both presentation and discussion of numerous real-life examples. Participants will leave the session with a broad understanding of the Strategy Deployment principles and how-to employee these technique across their own organizations to organize and track their projects and insure their CI initiatives are focused on the activities that can truly move the needle and drive improvements in support of their organization's primary goals and objectives.

Session: Adam Ashenfelter
"Machine Learning: Essential Concepts and Use Cases for Public Government"
(1.5 Hours)

Not long-ago Machine Learning (ML) was a topic almost exclusive to academia and ML tools were accessible only to statisticians, data scientists, and software engineers. This has rapidly changed. Public awareness of ML is at an all-time high and, more significantly, the related tools are easier to use than ever before. A technically adventurous individual can now take advantage of ML tools without years of expertise in the field.

With this in mind, we will introduce high-level Machine Learning concepts. Then we will ground the discussion by walking through a few use cases, such as predicting road incidents, emergency services forecasting, and document analysis. Finally, we'll cover how ML techniques can become biased, using recidivism prediction to illustrate the issue.