

STRATEGIC PLAN PERFORMANCE MANAGEMENT IMPLEMENTATION TEAM
SEPTEMBER 29, 2014
MEETING NOTES

ATTENDEES: Dave, Matt, Garrett, Corey, John H., Annette, Alex, Kate, Vicki, and Jon (by phone)

Absent: Mark (at Management Team Mtg.)

Discussion items:

- 1) Meeting with Management Team is scheduled for Monday, Oct. 6 from 9:45 to 10:30 am in the Director's Office conference room. If time or location change, Vicki will notify the team ASAP.
- 2) Short definition of performance management: the use of information to improve work.
- 3) What is that we really need to do in the form of performance management?
 - a. Review work:
 - i. Process, department outcome/results.
 - ii. What can/should we measure to understand and improve work?
 - b. Information
 - i. Numerical / measures
 - c. Types of measures
 - i. Input: monitors resources used or spent
 - ii. Process: monitors aspects of work (quality, time, etc.)
 - iii. Output: monitors the number of services or items produced
 - iv. Outcome: monitors the effect achieved
- 4) What makes a good performance measure? There are many criteria that can be used to assess the value of a performance measure. These criteria can generally be brought into two main categories: technical and functional.
 - a. Technical criteria:
 - i. Valid-accurate
 - ii. Reliable-consistent
 - iii. It is important a measure be able to consistently produce accurate information. Efforts at establishing trends, benchmarks or targets can be severely hampered if these two criteria cannot be met.
 - b. Functional criteria: (basic yet not an exhaustive list)
 - i. Cost effectiveness -- the value gained from the measure worth the investment to collect it.
 - ii. Timeliness -- can the information provided by the measure in a timeframe that is useful?
 - iii. Understandable -- is the measure and the information provided, easy to comprehend and use.
 - iv. Comparability (if desired) -- is the measure defined, collected and analyzed in a manner that allows comparison to similar measures used by others?

- 5) Information vs. Intent: performance measures, a numerical representation of an aspect of work, produce information. If intent and desired level of performance are to be expressed, then goals/targets for the measures must be set.

Is management expecting these to be achievable or aspirational? Material on setting and using targets is something that should be included in our work. We don't determine which type of target the DOT should use but provide guidance on the various uses of targets and how best to set them.

- Time bound for a goal is not a timelines issue; how often data from a measure is available may well be different than when a target or goal is meant to be reached.
 - o Measure: adding conditions can clarify a measure; setting specific levels or reductions (% increase/decrease for example) they want to be at in combining a target and measure together.
 - o Goal /Target : A predetermined level or expectation. Usually, targets are considered shorter-termed than goals.
- Mission is to come up with the framework not the goals/measures/targets. Lay out the advantages and disadvantages of the target. Our group is to show how to set performance measures as well as this is how you might set a goal or a target.
- If they are not consistent, it is hard to set goal.
- Educate people to be able to set goals that will work.
- You have to think through purpose and use of the measure to be able to achieve.
- General models:
 - o Framework (understanding of what you are trying to measure and why)
 - Process: Input, process, output, outcome/results
 - Family of measures or balanced measures: measuring or collecting different aspects of the work.
 - Alignment:
 - Look at what we want to line up, outcome, output and process;
 - o Need content to put measures in
 - o Knowledge of what current system looks like
 - o Logic model / results chain
 - Need to clarify what MT wants and their commitment for measures.
 - o Alignment: focusing the efforts in the places they need to be so we are successful.
 - o Aiming at all levels of the organization doesn't work – If measures have meaning based on context and that changes across the DOT, it would be difficult to find only one measure that will work at every level.
 - o Series of results working together: the work produced by a process has to be supported somewhere in the chain to come up with an outcome.
 - o Have day to day conversations, i.e., break down duties and determine a way to answer, "How does my level of work support the outcome/results."
- The goal is to develop, collect, analyze and report performance measurement information in a manner that is internally consistent with the overall purpose. Establishing a regular

practice of using the information to understand and improve our work will deliver the most benefit from a performance management system (another definition of performance management).

Things we also need to take into consideration:

- Need measures in place to manage the data.
- Collection data tools.
- Can we use existing resources and if so, how?
- How performance management and process improvement link together?

QUESTION FOR Management Team:

- How far down does the Management Team want this team to be involved in the processes for each level of an office/division?

Handouts from today's meeting:



Rise of Introduction
to Basic Pe...



Links for Perf Mgt
Impl Team - Reports :