

PERFORMANCE MANAGEMENT

**Information Prepared by Division of Workforce
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Resource:

**Louisiana Division of Administration,
Office of Planning and Budget**

PERFORMANCE MANAGEMENT

Strategic Planning Process

- Linkage Between Goals and Objectives

Introduction To Performance Measurement

Developing Performance Measures

Reporting Results

Evaluating and Responding to Results

Lessons Learned

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STRATEGIC PLANNING PROCESS

Key questions:

Where are we now?

What makes your organization unique?

Where do we want to be?

How do we get there?

How do we measure progress?

STRATEGIC PLANNING PROCESS (CONT'D)

1. Where are we now?

Internal Assessment

External Assessment



STRATEGIC PLANNING PROCESS (CONT'D)

2. What makes the organization unique?
 - Vision
 - Mission
 - Values



VALUE EXAMPLES

We are committed to earning the public's trust, holding to the highest moral, ethical and professional standards.

We respect our co-workers for their dedication, skills, diversity and responsible actions

We strive for high quality, ensuring the best product possible

STRATEGIC PLANNING PROCESS (CONT'D)

3. Where do we want to be?

- **Goals**
 - Goals are broad
 - States the end result
 - Long term
- **Objectives (S.M.A.R.T.)**



GOAL EXAMPLES

Continuously improve the performance of DOTD

Deliver cost-effective products, projects, and services

Improve customer service and public confidence

Effectively develop and manage our human resources

Efficiently manage DOTD's financial resources

STRATEGIC PLANNING PROCESS (CONT'D)

TIMULATE GOAL SETTING

Where do we want to go?

In what direction should the organization be heading?

What do we want our organization to be like by (year)?

What issues are we in the best position to address?

What programs or activities do our strengths support?

- How can we be successful in the future?
- How can we better meet the needs of our customers?
- How should current programs and activities be changed?
- Should some be eliminated?
- Should some be expanded?
- What new programs or activities should be developed, either to stand alone or support existing programs or activities?

STRATEGIC PLANNING PROCESS (CONT'D)

properly stated goals:

- Balance with Vision, Mission, and Values
- Provide Direction
- Address Policies and Priorities
- Reflection Strategic Direction
- Reflection of internal/external assessment
- Longevity
- Challenging, Realistic and Achievable
- Prioritized

STRATEGIC PLANNING PROCESS (CONT'D)

Objectives

Specific and measurable targets
for accomplishment

WRITING PERFORMANCE STANDARDS

Specific

Measurable

Attainable

Result

Timed



STRATEGIC PLANNING PROCESS

CONT'D)

SMART OBJECTIVES

Elements of S.M.A.R.T.	Example of SMART Elements
<i>Specific</i>	INCREASE THE PERCENT OF ERROR-FREE INSPECTION REPORTS SUBMITTED... RATHER THAN "IMPROVE INSPECTION REPORTS"
<i>Measurable</i>	INCREASE THE PERCENT OF ERROR-FREE INSPECTION REPORTS SUBMITTED TO 90% IS A CLEAR TARGET WHICH ALLOWS US TO TRACK THE PROGRESS
<i>Aggressive but Attainable</i>	INCREASE CUSTOMER SATISFACTION TO 100% IF CURRENT LEVEL OF SATISFACTION IS 60%, THEN INCREASING TO 100% MAY NOT BE ATTAINABLE IN THE TIME FRAME. ADJUST TO MORE REASONABLE OBJECTIVE. INCREASE CUSTOMER SATISFACTION FROM 60% TO 80%
<i>Result-Oriented</i>	REDUCE THE NUMBER OF HIGHWAY ACCIDENTS BY 5% STATES THE OUTCOME IS A REDUCTION
<i>Time-bound</i>	BY MARCH 21 2010. PERFORM 25 INSPECTIONS FOR THE PERFORMANCE YEAR PUTS A DEADLINE ON ACHIEVEMENT OF THE OBJECTIVE

STRATEGIC PLANNING PROCESS (CONT'D)

How do we get there?

- Strategies
Methods to accomplish goals and objectives
- Action Plans
Detailed descriptions of how strategies will be implemented



STRATEGIES AND ACTION PLAN EXAMPLE

Increase customer satisfaction from 60% to 80%.

- Develop survey for limited number of customers
- Select customer sample
- Distribute surveys
- Analyze data
- Evaluate data to identify improvements

STRATEGIC PLANNING PROCESS (CONT'D)

How do we measure our progress?

Accountability



INTRODUCTION TO PERFORMANCE MEASUREMENT

Benefits

- Improves Decision Making
- Enhance Accountability
- Supports Strategic Planning
- Determine Best Use of Resources

INTRO TO PERFORMANCE MEASUREMENT-BENEFITS

Performance Measurement Improves Decision Making

Performance Measurement Improves Internal Accountability

Performance Measurement Enhances Public Accountability

Performance Measurement Supports Strategic Planning and Goal Setting

Performance Measurement Allows Entities To Determine The Best Way To Use Resources

DEFINITION OF PERFORMANCE MEASURES

Performance Measures are the tools used to measure the performance, progress, and accomplishments of policies, plans and programs.

BEFORE MEASURING ASK QUESTIONS

What decision does this support?

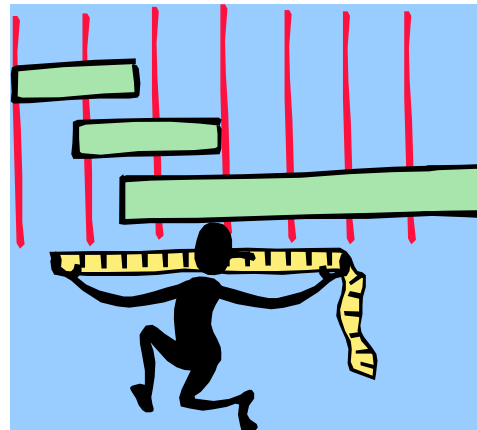
What really is being measured?

Why does this matter to the decision being made?

SEVERAL TYPES OF PERFORMANCE MEASURES TO GAUGE PERFORMANCE

Types of Performance measures/indicators

- Input
- Output
- Outcome
- Efficiency
- Quality



USE PERFORMANCE MEASURES TO GAUGE PERFORMANCE

How to select performance indicators?

- Look for ways to measure progress towards objectives

THESE PERFORMANCE MEASURES DO GAUGE PERFORMANCE

Valuable Performance Indicators are:

Meaningful

Responsibility-linked

Organizationally acceptable

Balanced

Clear and simple

Comparable

Credible

Cost-effective

Compatible

REVIEW & UPDATE PERFORMANCE INDICATORS

Good performance indicators evolve & improve
with time

Update as necessary

Collect & report data consistently

TRACK AND UPDATE PERFORMANCE INDICATORS

Set up a routine method for monitoring & reporting performance

Usually a bottom-up process

Individual Activity

Develop a plan to track your performance indicators

WHY PERFORMANCE MEASURES???

“What gets measured, gets managed;
What gets managed
gets done.”

Peter Drucker

LESSONS LEARNED

Don't work on improving your measures until you've established your focus.

Performance measures need to be integrated into the management process.

Targets can limit performance - rather compare with best in industry or best in class.

Technology is essential to measurement.

Don't wait for perfect measures.

Hold individuals accountable.

QUESTIONS AND ANSWERS

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