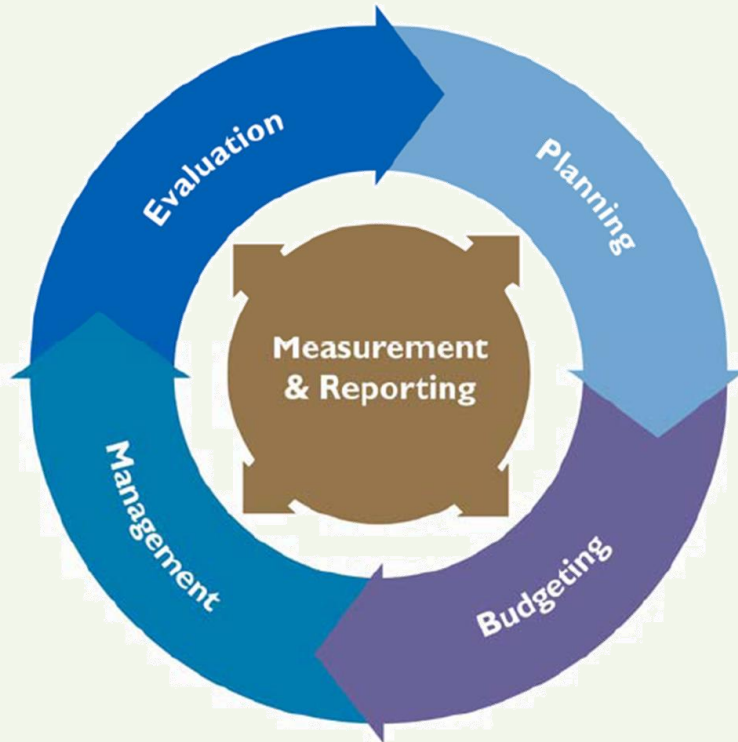




Managing to Performance Excellence



The Performance Management Cycle



Involve Interested and Affected Parties

- Who is impacted or affected by this program or activity?
- Who should be involved in informing decisions?
- Who is ultimately accountable for results?
- Who should be rewarded for success?

Planning—Focusing

- Why does the program exist— Does it align with mission? What value is added?
- What results do we want to achieve—goals?
- What are our key indicators of success?
- What is standing in our way?
- What is not working that we need to fix?
- What is really doable?

Budgeting—Resourcing

- What resources/inputs are needed?
- What happens if resources are reduced/increased?

Management—Executing

- What are key activities or actions?
- What risks or challenges need to be mitigated?

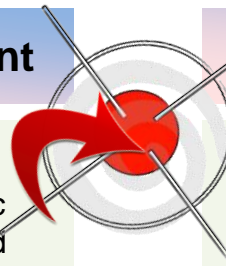
Evaluation—Adjusting

- What are critical performance milestones?
- How does the plan differ from actual performance?

Measurement & Reporting—Informing

- Who is the audience—what are their interest?
- What is the use of the measure or report?

Overview of Performance Management



What is Performance Management?

Performance management is an ongoing, systematic approach to improve results through evidence-based decision making, continuous organizational learning and a focus on accountability for performance.

Why pursue Performance Management?

To achieve efficient utilization of resources, focus on results, and commit to improvement. Embracing a performance management framework provides state agencies with guideposts to focus efforts on results, demonstrate "bang for the bucks," and create greater levels of transparency and accountability. It also establishes a common conceptual framework and language for best management practices in state government.

When to apply Performance Management?

The questions that form the basis for effective performance management can be asked enterprise-wide, for a project, or to justify a new investment. As you apply performance management at different levels, you want to ensure there is alignment between agency goals, division priorities and program activities to create a line of sight between higher-level outcomes and the work happening on the ground.

Performance Measures and Reporting

Selecting Performance Measures

Oregon's performance measurement hierarchy consists of three levels: Oregon Benchmarks, agency specific Key Performance Measures (KPMs) and agency internal measures. By definition, Oregon Benchmarks measure societal level performance such as water quality. Agency KPMs provide data on key outcomes that an agency may influence such as permit compliance levels. Agencies also need a number of internal measures to support management decision making such as permit renewal numbers, data on permit issuance backlogs, and number of permits issued. When selecting performance measures agencies will need to consider:

- What does the agency want to accomplish?
- What factors influence or drive performance?
- What data is readily available?
- What is the data going to support (i.e. evaluation, decision making, reporting, etc.)?

For more information about the Committee on Performance Excellence's effort to enhance state government performance visit:

<http://www.oregon.gov/DAS/BAM/CommPerfExcel.shtml>

Committee on Performance Excellence Members:

Fred King, Chair, Public Member
Larry Williams, Vice-Chair, SEIU
James Adams, Judicial Branch

Patrick Allen, Executive Branch
Dwayne Johnson, Public Member
Dr. Rita Hartley, AFSCME

Elizabeth Harchenko, Executive Branch
Senator Frank Morse
Representative Paul Holvey