Measuring Up: Workable Approaches to Managing Performance

Cornell Municipal Clerks Institute (CMCI)—Summer Workshop Series 2014
Agenda At-A-Glance

- Welcome and Introductions
- Session Objectives
- Setting the Stage: Fad vs. Fundamentals
- Measuring Up Begins with an “S.O.S.”
- Practice Exercise—Part 1: Constructing a Meaningful Service Objective Statement

**Break (15 minutes)**

- A 5-point Metric for Managing Performance
- Practice Exercise—Part 2: Identifying Meaningful Measures
- Individual Performance: How Do You Measure Up?
- Evaluation/WOWs ‘n HOW ABOUTs
- Adjourn
Introductions
Session Presenter

Paula E.F. Younger
Deputy County Administrator
Tompkins County, New York
Introductions: Participants
Introductions

Participants

- Name
- Organization/Municipality
- Position
- Q&A . . .
Introductions: Participants

As a small group, discuss and be prepared to provide group answers to the following questions:

1. Considering the organizational culture in which you operate—what does “performance” mean [really]?

2. How have performance measurement /management practices been integrated into your department or used to guide efficiencies?

3. What has been your most positive and negative experience with performance initiatives?

4. What expectations do you have of Self post workshop participation?
Measuring Up: Session Outcomes

1. Articulate the benefits of using a planned approach to performance.
2. Explain the features and benefits of a 5-point performance framework and its use for determining and managing performance.
3. Contrast measures with goals, service objectives, and performance targets.
4. Identify performance indicators that demonstrate effort and impact.
5. Recognize the distinction between performance measurement and performance management.
Working Agreements

- Be mindful of the agenda; share the air time.
- Speak from your own experience.
- Keep confidences and assume the same from others.
- Take control of your own learning.
- Have fun!
Setting the Stage: Fad vs. Fundamentals

Fad
/fād/

Noun. An intense and widely shared enthusiasm for something, especially one that is short-lived and without basis in the object's qualities; a craze; vogue; whim; fascination

Fund·da·men·tal
/fəndəˈmentl/

Noun. A central or primary rule or principle on which something is based.

Adjective. Forming a necessary base or core; of central importance; foundational.
Setting the Stage: Fundamentals

What is Performance Measurement/Management?

- "Performance measurement is a process of assessing progress toward achieving predetermined goals, including efficiency of resources, quality of effort and outcomes, and overall effectiveness of operations." [Source: National Performance Review]

- Performance management includes activities which ensure goals are consistently being met in an effective and efficient manner; used to align resources, systems and workforce to achieve established objectives and priorities. [Source: Businessdictionary.com]
Setting the Stage: Fundamentals

- Establishing goals
- Setting parameters
- Monitoring as a routine discipline
- Demonstrating contribution and impact.
Setting the Stage: Fundamentals

- **Goal**—A broad statement of the long-term vision.
- **Objective**—A description of the results.
- **Target**—The specific level of performance to be achieved.
- **Strategy**—The actions needed to carry out the objectives and reach the goal.
- **Measure**—A meaningful indicator (criterion or value) used to determine performance.
- **Outcome**—The extent to which a service/activity has the impact intended.
Setting the Stage: Fundamentals

How They Work Together

- **Goals** and **objectives** tell what we want to accomplish.
- **Targets** provide specific descriptions (usually in numeric fashion) of the desired performance within a given time frame.
- **Strategies** convey how we get there.
- **Measures** tell us whether we’re making progress.
- **Outcomes** tell us the results.
### How They Work Together: Job Placement Program (example)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Promote self-sufficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>To enhance the independence, well-being and personal responsibility of clients.</td>
</tr>
<tr>
<td>Measure</td>
<td>Initial employment income of clients.</td>
</tr>
<tr>
<td>Target</td>
<td>2% increase each year for the next three years from the current income of $X~.</td>
</tr>
<tr>
<td>Strategy</td>
<td>a.) Develop community partnerships to increase employment; b.) Identify additional resources to increase employability; c.) Package and market employer incentives.</td>
</tr>
</tbody>
</table>
Measuring Up Begins with An “S.O.S.”: Service Objective Statement

“To provide (who) with (what) that allows (action) so that (outcomes).”
Measuring Up: Constructing a Meaningful SOS

- What are you trying to improve, eliminate, enhance, or sustain?
- What is the benefit of the SOS for:
  - Staff
  - Managers
  - Organization
- What indicators will you establish to demonstrate results-based change?
Measuring Up: Constructing a Meaningful SOS

Key points:

- SOS should be related to results not effort.
- SOS should be within the individual’s or group’s control.
- SOS should be objective and observable.
Break—15 Minutes

Agenda-At-A-Glance

- Practice Exercise—Part 1: Constructing a Meaningful Service Objective Statement

Break (15 minutes)
- A 5-Metric Framework for Managing Performance That Matters
- Practice Exercise—Part 2: Identifying Measures that Guide Performance and Demonstrate Impact
- Individual Performance: How Do You Measure Up?
- Evaluation/WOWs ‘n HOW ABOUTs
- Adjourn
A 5-Metric Performance Framework

1. Service Excellence
2. Resource Allocation and Management
3. Team Dynamics and Work Life Quality
4. Procedures/Best Practice
5. Quality Assurance/Risk Management
A 5-Metric Performance Framework

Service Excellence:

- Programming
- Stakeholder expectations
- Service delivery/Client Engagement
- Assessing service needs
- Emerging trends
- Mandates/regulatory requirements
A 5-Metric Performance Framework

Resource Allocation and Management:

- Assignment and use of human resources and materials
- Balancing cost and efficiency against established objectives
- Resource Development and Diversification
- Expense vs. Value Creation
A 5-Metric Performance Framework

Team Dynamics and Work Life Quality:

- Job assignments
- Work that matters
- Constrictive, timely feedback
- Attendance and turnover
- Professional development/training
- Engagement and recognition
A 5-Metric Performance Framework

Procedures:

- Systems of practice
- Evidence-based standards
- Workflow processes
- Work plans
- Protocols/policies
Quality Assurance/Risk Management:

- Adherence to standards of practice
- Embracing uncertainty
- Actively tracking and monitoring
- Managing with risk in mind (i.e., “What happens if . . .?”)
A 5-Metric Performance Framework

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Agenda-At-A-Glance

- Practice Exercise—Part 2: Identifying Measures that Guide Performance and Demonstrate Impact
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Identifying Measures that Guide Performance

Based on your Service Objective Statement:

- Identify related Framework areas
- Develop 1 to 2 measures to determine and guide performance
- Set a target for each measure
- Outline in brief an approach for implementation.

You have 15 minutes for this exercise.
Individual Performance: How Do You Measure . . .

. . . Team Performance?
- Competencies
- Readiness (skills)
- Work Quality
- Capacity
- Confidence
- Engagement

. . . Your Performance?
Individual Performance: Preparing for a Review

1. Review job responsibilities and other related materials.
2. Review previous documented goals/expectations (if applicable).
3. Review/record achievements within the performance period.
4. Develop goals/professional development expectations for the coming period.
5. Prepare a list of all reporting staff and/or routine external customers.
Session Evaluation: “WOWs ‘n HOW ABOUTs”

- Wow, I didn’t realize . . .

- The next time this session is presented, How About . . .
Measuring Up: Workable Approaches to Managing Performance

Thank You!

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