



Performance Management Academy

Day 1:

*Performance Management &
Assessing Your Agency's
Performance Management
Landscape*

Integrity

Innovation

Teamwork

Excellence

Welcome!



Welcome & Introductions

- What is your name, and title?
- What was your first concert?



Academy Participants

- Department of Agriculture & Consumer Services
- Department of Environmental Quality
- Department of Health and Human Services
- Department of Information Technology
- Department of Military and Veterans Affairs
- Department of Natural and Cultural Resources
- Department of Administration
- Department of Revenue
- Department of Transportation
- Department of Public Safety
- Fiscal Research Division
- Office of Administrative Hearings
- Office of State and Human Resources
- Secretary of State
- Office of State Budget and Management



Ground Rules

Chatham House Rules: Participants cannot use information shared in any way that identifies the person(s) who shared it. We will not be recording these sessions.

Respect: During activities and discussion, allow everyone to speak while listening actively to other's experiences and perspectives.

Stay Engaged: To get the most out of this Academy, participate in discussions and activities and stay engaged throughout presentations. Feel free to ask questions by using the chat box or the 'raise hand' function, or at a break in the presentation.

Technology: It helps us if you keep cameras on where possible so that we get non-verbal feedback on how we're doing (e.g. if everyone looks confused, we know that we need to explain better!). Please also keep your microphones muted when you're not speaking!

Help is on hand from our technical experts if you have problems getting into the breakout rooms or other Teams issues. Please use the chat box to alert them.



Today's Speakers



Charlie Perusse
Director
Office of State Budget
& Management



Erin Matteson
Assistant State Budget
Officer
Office of State Budget
& Management



Madhu Vulimiri
Senior Strategy Advisor
Office of the Secretary



Dr. Shannon Dowler
Chief Medical Officer
Division of Health Benefits
NC Department of Health
and Human Services



Performance Academy Overview

Academy Objective

Equip state government employees with tools to improve outcomes for NC citizens by increasing efficiency and effectiveness of NC government programs



Today's Agenda

Welcome & Overview of the Academy

What is Performance Management?

Assessing Your Agency's Performance Management Landscape

Overcoming Barriers; Challenges & Opportunities

Introduction to Action Planning



The Big Idea

*“Performance management in the public sector is an **ongoing, systematic** approach to improving results through **evidence-based** decision making, **continuous** organizational **learning**, and a focus on **accountability** for performance”*

Goal: Improved results for the public



Why Performance Management Matters

Performance management can help:

- Improve resource allocation
 - Focus on what works, improve existing programs
- Engage employees across all levels
- Encourage transparency and accountability
- Measure intervention effectiveness



"WHILE DOING THE RESEARCH, KEEP IN MIND THERE ARE ONLY TWO KINDS OF FACTS... THOSE THAT SUPPORT MY POSITION... AND INCONCLUSIVE."



PM Academy Roadmap

Title	Date	Key Topics Addressed
Performance Management & Assessing Your Agency's Performance Management Landscape	Oct 15	<ul style="list-style-type: none">• Academy introduction/overview• Defining performance management, how it's implemented, and its benefits• Assessing your agency's performance management landscape and overcoming barriers
Evidence, How to Evaluate It & Bridging the Gap between Evidence and Policy	Oct 22 & 29	<ul style="list-style-type: none">• Theory of change, Identifying types of evidence and how/where to find strong evidence• Bridging the gap between evidence and policy
Using Strategic Planning for Performance Measurement	Nov 5	<ul style="list-style-type: none">• Linking strategic plans and performance management, and understanding their value and limitations
Becoming a Performance Management Champion	Nov 12	<ul style="list-style-type: none">• Best practices and examples for success• Action planning• Success stories from NC state government

What is Performance Management?



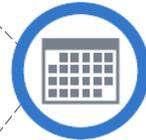
PM's History (Where did this come from?)

- Local governments pioneered PM
- Movement at the federal level
 - Government Performance Results Act (GRPA), 1993
 - Government Performance Results Modernization Act (GPRMA), 2010
 - Evidence-based Policymaking Act, 2018
- Less structure, but similar policies at state level
 - NC also has had past formal performance management efforts
 - Results Based Budgeting, 2006
 - Governor Perdue, Executive Order 3 (Strategic Planning and Performance Tracking), 2009



Tools for Promoting Effective and Efficient Government

Issue Investigation



Strategic Planning

**Program Evaluations or
Implementation Design Experiments**



Data and Analytics

Cost-Benefit Analysis



Process Improvement

Performance Monitoring





Tools for Promoting Effective and Efficient Government

	Issue Investigation	Strategic Planning	Experiments to Determine What Works	Cost-Benefit Analysis	Data and Analytics	Performance Monitoring and Improvement	Process Improvement
Literature Review							
Survey Promising Practices and Other State Programs							
Research Partnerships							
Surveys/Interviews							
Program Inventories							
Benchmarking							
SWOT Assessments							
Program Evaluation, Causal Impact Evaluation							
Rapid Iterative Experimentation, A/B Testing, Design Thinking							
Cost-Benefit Analysis							
Results First							
Data Visualizations							
Data-sharing Agreements							
Performance Metrics							
Balanced Scorecard							
Performance Stat							
Results-Driven Contracting, Pay for Success							
Lean Six Sigma							
Systems Analysis							
Enterprise Risk Management							

QUESTIONS?



Take a Break!





Spotlight: NC DHHS

QUESTIONS?



Take a Break!



Assessing Your Performance Management Landscape



State Spotlight: North Carolina

- Results for America does national benchmarking
 - NC was an “Honor Roll” state in 2020
 - In 2020, NC has 7 promising examples and lacked 8 examples from the 15 criteria
 - Only counts statewide initiatives, not agency initiatives, or national benchmarks
- Promising examples: Data leadership, data policies/agreements, data use, requiring outcome data, evidence definitions, cost-benefit analysis, innovation



Invest in What Works
State Standard of Excellence

North Carolina





You can make a difference!

Evidence-based policymaking can be both:

- Staff driven culture change, building on efforts of program staff and evidence experts *and*
- Organization driven culture change, with encouragement from leadership which creates structured opportunities to use evidence

Approaches can be simultaneous and reinforce each other – but you can start from either direction.

Individual efforts (yours!) make a difference

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“I was born May 23, 1987. Since that day, millions of babies have followed me into the world. I’m natural leader!”



What is Your Agency Currently Doing to Facilitate Performance Management?





Assessment - Enabling Conditions

- Purpose:
 - Assess how your agency's culture, business processes, and resource allocation support implementing performance management and organizational change.
- Enabling Conditions:
 - Unspoken norms within our agencies, as well as the systems and processes in place to facilitate greater adoption of performance management
 - How an organization's culture, business processes and resource allocation support integration of performance management and evidence-based policy making
- Spectrum of practice across agencies; be cognizant and intentional about addressing these enabling conditions no matter how integrated performance management is within your agency.



Enabling Conditions - Culture

Definition: Unspoken norms in terms of being comfortable with sharing opinions and ideas, hearing different perspectives, taking action on different ideas, and continuing to improve.

- Can people be open? Do we create safe spaces to have candid conversations no matter who is in the room?
- Do we have strong relationships and networks throughout the environment we operate in that are based on trust, knowledge sharing, and good communication?

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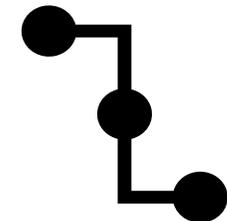
“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”



Enabling Conditions - Process

Definition: Having processes in place to operationalize agency learning around performance management and evidence-based policy making

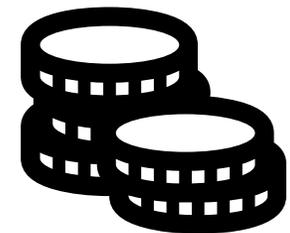
- We generate a lot of information, but are we adopting appropriate knowledge management practices to capture, distill, and share what we learn?
- Are we effectively maintaining our institutional memory for easy access to our collective knowledge from all staff, systematically captured and shared as part of onboarding?
- Are there clear processes around decision-making and enough autonomy for staff to feel empowered?





Definition: What resources exist to support our efforts? And do they meet existing needs?

- Within the agency, do staff incorporate practices from performance management and evidence-based policy making into their scope and workload, with sufficient support from the agency?
- Do we support performance management and evidence within our program and service contract & grant design, scopes and budgets? Do we support our contractors and grantees in implementing performance management?





DISCUSSION: Identifying Challenges & Opportunities

Challenges

Opportunities

QUESTIONS?



RECAP: Intro to Performance Management

- Moving to a more evidence-based approach can be driven by individual staff or teams, or an organization can provide structured opportunities for change.
- **Agencies – and teams within agencies - will vary in their existing strengths and weaknesses** in performance management.
- Organizational **cultural norms and processes matter** – need to provide space, time and resources for colleagues to share ideas and collaborate on potential improvements, and empower them to make change happen.
- **Processes can support change** – e.g. effective knowledge management can help ensure information is available to support performance management – **or hinder it**, e.g. procurement processes can be too rigid to consider alternative approaches.
- Recognize that **improvements take time**. New approaches will not always work immediately (for many reasons) but may require incremental adjustments.



Action Planning

Think about one or two programs or policy areas in your agency/department to that you're interested in, want to change, or where you could use performance management and evidence-based policy tools to improve results.

Key Questions

- What is the reason for the program or policy? What issue or problem does it seek to address?
- What are the current expected outcomes or results of the program/policy?
- What are you already doing to improve effectiveness & efficiency?
- What could you change or improve?

Performance Management Academy Brainstorm & Prioritization Template			
Identified Program or Policy: Day 1 Exercise			
Expected Outcome or Result: Day 1 Exercise			
Brainstormed Ideas	Priority?	Impact	Effort
Instructions: Add idea or cluster of ideas here after each weekly training session			
	Yes	High	High
	No	Medium	Medium
		Low	Low
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			



What's Next?

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References

- National Performance Management Advisory Commission, 2010, *A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving*, [www.nasact.org/files/News and Publications/White Papers Reports/2010 06 01 NASACT GFOA A Performance Management Framework.pdf](http://www.nasact.org/files/News%20and%20Publications/White%20Papers%20Reports/2010%2006%2001%20NASACT%20GFOA%20A%20Performance%20Management%20Framework.pdf).
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