

# It's Elemental – Performance Management Principles and Tools “Anchor” CMTS to Better “Manage and Message” Impacts

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# 7 Principles to Foster Effective Performance Management

1. Understood performance drivers/requirements
2. Clear and relevant performance goals
3. Priority objectives
4. Achievable evidence of progress
5. Valued/used monitoring and evaluation data
6. Effective management of matrixed performance
7. Systemic organizational learning and reform

# Principle: Understood Performance Drivers / Requirements

Plan and adapt strategy to:

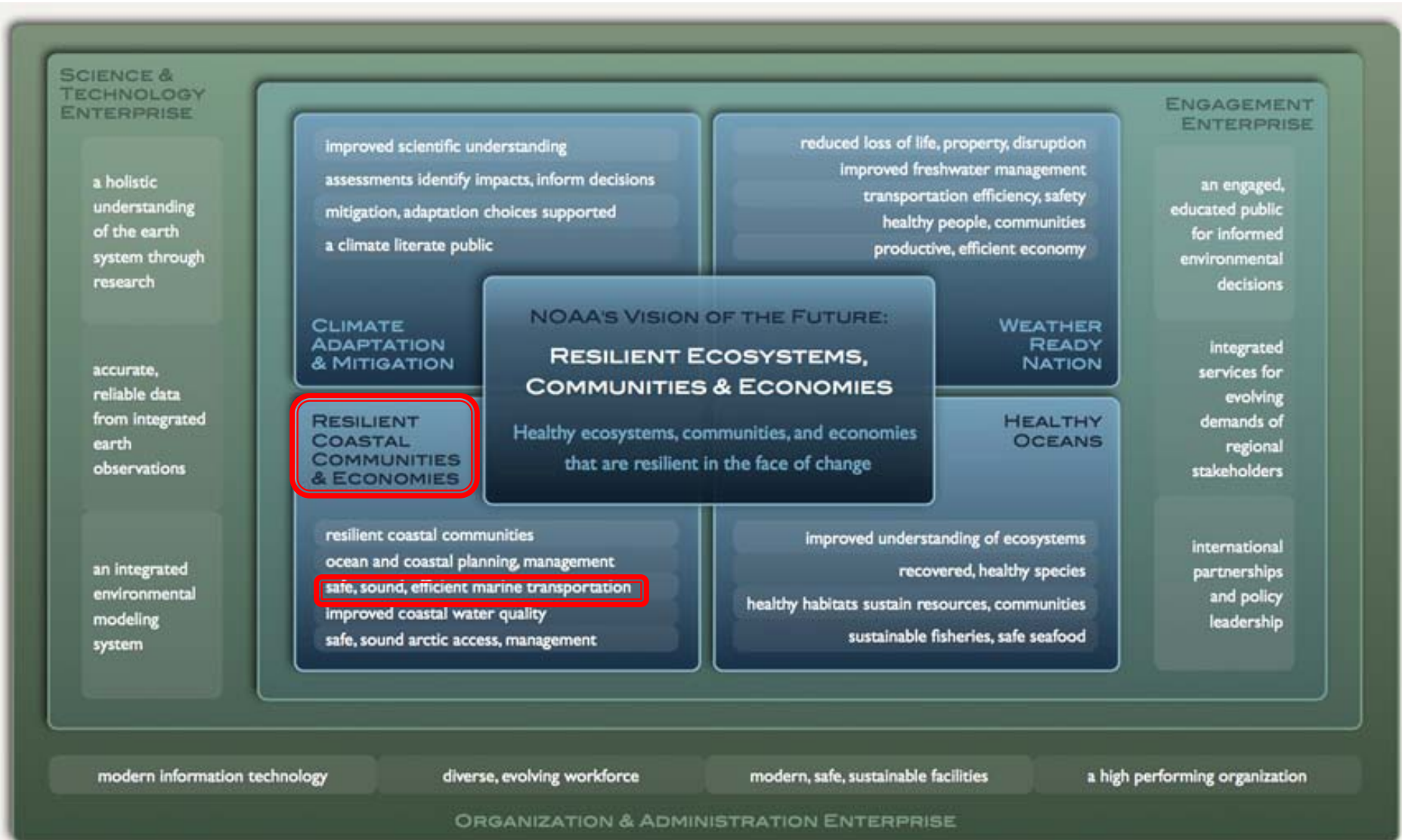
- Achieve goals of mandates and authorities
- Include “use” feedback on needs/requirements
- Address impacts from unexpected events
- Complete appropriated/planned achievements

## *Tool:*

- *Effective strategic plans engage and inspire “progress to plan” validated by evaluation*



# NOAA's Next Generation Strategic Plan Goal and Enterprise Objectives



# Principle: Clear and Relevant Performance Goals

- ▶ Develop clear, relevant performance goals central to strategy, budget, and execution
- ▶ Track them with *Specific Measurable Attainable Realistic Timely* performance measures

## *Tools:*

- ❑ *Logic models for analysis, agreement, and assessment*
- ❑ *“Line of sight” planning that links work to goals*
- ❑ *Easy “cloud” access to performance goals, gaps, targets, status, and impacts*

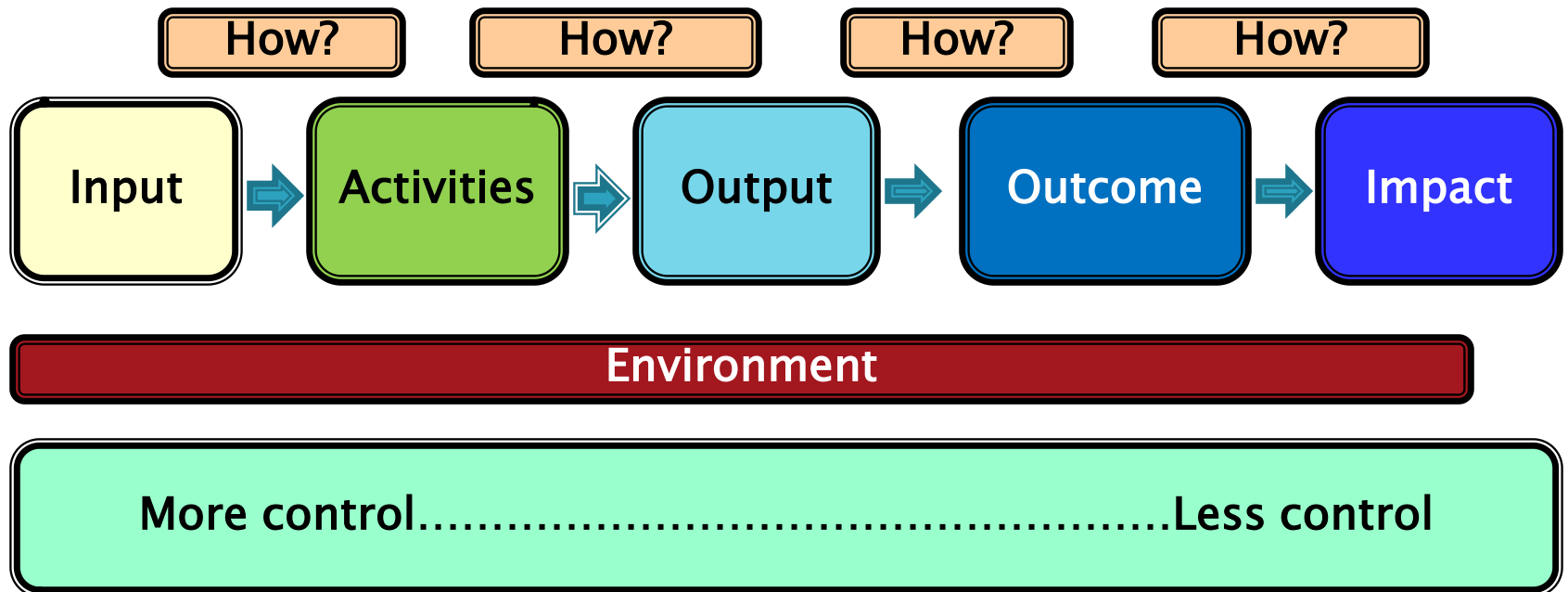
# Principle: Priority Objectives

- ▶ Determine priority objectives that are:
  - Relevant
  - Achievable
  - Impactful
- ▶ Use performance data to set priority objectives

## *Tool:*

- *Valued management processes that determine priority objectives and use them as performance drivers*

# Tool Example: Logic Models to Plan, Monitor and Evaluate Performance



- See resources needed for products/services to advance progress toward achieving outcomes and long-term impacts

# Principle: Achievable Evidence of Progress

- ▶ Create a clear “start”, “finish”, and “measurable gap” to achieve evidence of progress toward priority objectives

## *Tools:*

- ❑ Investment strategy for needed achievements
- ❑ Performance monitoring and evaluation policies and procedures
- ❑ Integrated system for performance management



# Tool Example: Measuring Progress Toward Priority Objectives

**From NOAA's Next Generation Strategic Plan**

Long-term goal: Resilient coastal communities  
and economies

Objective: Safe, efficient, and environmentally  
sound marine transportation

**Evidence of Progress (Long-term Impact)**

- Reduced maritime incidents in U.S. waters through timely and accurate navigational information
- Reduced hydrographic survey backlog within navigationally significant areas (GPRA measure)

# Tool Example: Understanding Measures

Less Meaning re: Impact

Strategic Planning to Funding to Execution

More Meaning re: Impact

*Direct links to funding and execution*

**OUTPUTS**

*Less direct links to funding and execution*

**OUTCOMES**

Easier To Measure  
More Budget Sensitivity  
Less Gap or Lag Before Results

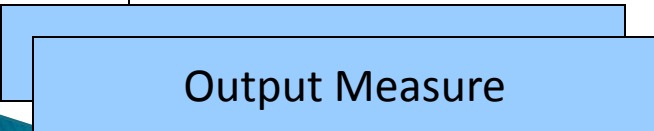
**Measurability**

Harder To Measure  
Less Budget Sensitivity  
More Gap or Lag Before Results

**Operations measures or milestones** track execution via “bottom up” planning and management

**Funding measures** (all levels) monitor achievements related to appropriations

**Implementation**



**Strategic evaluation measures** track strategic success: “progress to plan”

**Planning and Performance** coordinate measures for “top down” assessment of corporate progress in achieving outcomes/impacts that advance strategic goals and objectives

**Planning**

**Frequency of Reporting to Get Quality Data**

Quarterly

Annual

Decadal <sup>10</sup>

# Principle: Valued and Used Monitoring and Evaluation Data

- ▶ Ensure a system for effective performance management so those who execute can:
  - Understand
  - Plan
  - Execute
  - Monitor
  - Learn
  - Reform

## *Tool:*

- ❑ Integrated system for performance management
- ❑ Capacity building for capabilities to apply performance data in valued uses

# Tool Example: Maturity of Performance Management Best Practices

Where Needed: Move from Compliance to Assimilation



# Principle: Effective Management of Matrixed Performance

- ▶ Develop a performance management plan agreement among partners to ensure inputs for planned output to reach outcome/impact
- ▶ Capitalize on performance monitoring opportunities among recipients of funds producing elements essential to performance

## *Tool:*

- *Performance Management Plan Agreement based on the Logic Model to ensure commitments to achievements needed for success*

# Principle: Systemic Organizational Learning and Reform

- ▶ Redefine “performance data” beyond traditional sources (measures/milestones)
- ▶ Assess how performance data provides value
  - Justify reforms with evidence/evaluation data
  - Establish “capability maturity goals” for performance management at all levels
  - Assimilate “evaluation” processes

## *Tool:*

- *Integrated performance management system that uses performance data to improve the next cycle of planning, funding, and execution*

# Closing: Benefits for MTS

- ▶ Clear goals, priority objectives, outputs and their affect on planned outcomes defined, planned, achieved, and evaluated
- ▶ Inputs and investment strategy planned and agreed to provide
- ▶ Achievable outputs (minor contributing...and major milestones) planned, monitored, and evaluated
- ▶ Transparent and accessible performance management system integrated among strategy, budget, and execution assures specific, measurable, achievable, realistic, and timely “metrics”, quality performance data for valued use and basis for reforms
- ▶ Improved alignment among strategic, operational, and funding processes further improved with links to other vital management functions
- ▶ A learning organization that adapts to change and can introduce logical, achievable reforms back into planning
- ▶ Outputs to outcomes to impacts advance strategic progress with demonstrable achievements