

# Improvements to Virginia's Performance Management System



**SPRING 2014**

# Agenda for Today's Training



- Introduction/Background
- Calendar
- What's New with System Highlights
  - ✦ Authority Structure
  - ✦ System
  - ✦ Strategic Plans/Service Area Plans
  - ✦ Measures
  - ✦ Linkages
  - ✦ Publishing
- Measures
  - ✦ Why do we need good measures?
  - ✦ What makes a good measure?
  - ✦ How to tackle refining your measures?
- Breakout Session – Measure Refinement

# Background – Where we were...



- Summer 2012: launch in PB System was plagued with issues. Not only was system confusing, the content was cumbersome and outdated to what agencies needed.
- Summer 2013: focus group of agencies and DPB analyst met and discussed ways to make the system and the process better.
- Fall 2013: DPB issued recommendations regarding process and system to Performance Leadership Team which were accepted.
- Fall/Winter 2013: DPB designed a new performance management system/interface.

# What's new - Calendar



## Spring

- Upon adjournment of the 2014 General Assembly, agencies develop strategic and service area plans for the 2014-2016 biennium.
- Agencies begin working on Executive Progress Reports (EPRs).
- Agencies refine/develop performance measures.

## Summer

- Agencies submit strategic and service area plans to DPB.
- Agencies submit EPRs to DPB.

## Fall

- DPB publishes strategic and service area plans, and EPRs onto Virginia Performs Web site.

# What's new –defined authority structure



Category	Action	Agencies	Cabinet	DPB	COVF
Measures					
	Create new	Action	Observe	Approve	Observe
	Change	Action	Observe	Approve	Observe
	Report	Action	Observe	Observe	Observe
	Delete	Action	Observe	Approve	Observe
Plans					
	Create new	Action	Comment & Review	Observe	Observe
	Update for GA changes	Action	Comment & Review	Observe	Observe
	Update financials	Action	Comment & Review	Observe	Observe
EPR					
	Create new	Action	Comment & Review	Approve	Observe
	Update for GA Changes	Action	Comment & Review	Approve	Observe

# Authority Structure – Who Does What?



AGENCIES	DPB
<b>Submits to DPB for Review/Comments Prior to Publish</b>	
Measure/Measure Attributes	
Executive Progress Review	
<b>Reviews/Offers Comments</b>	
	Strategic/Service Area Plans
<b>Publishes</b>	
Measure Results	Measure/Measure Attributes
Strategic/Service Area Plans	Executive Progress Reports

# What's new - system



- DPB has changed strategic planning in the PB system and designed a new, streamlined interface!
- Log-in and system security are maintained in PB system, so that will look similar.

# What's new – Strategic Plans/Service Area Plans



- Financials: Will be populated from PB, including “changes” with the ability to override numbers. Text fields will remain. **Agencies MUST “touch” this field in order for numbers to be populated.**
- Customers: Moved from service area plans to strategic plans. **# of customers not converted, agencies will need to key in.**
- Service Area Plans: will not be required for all budgetary service areas (e.g. pass-through funds, etc.). **DPB will decide which service areas do not require plans – contact your DPB Budget Analyst.**



# What's new – Strategic Plans/Service Area Plans



- Linking documents: will be able to link external documents and to external Web sites.

# What's new - Measures



- Measures will reside at the AGENCY level only. You will be able to “connect” measures with associated service areas.
- Each service area will not be required to have a measure. **DPB will decide which service areas do not need measures– contact your DPB Budget Analyst.**
- Measures will reside in ONE place!

# What's new - linkages



- You will only link to enterprise priorities, societal indicators, long-term goals at one level – no more multiple levels of linking!
- Enterprise priorities will link at the measure level.
- Long-term goals and societal indicators link to the agency goals.
- **Linkages were not converted, agencies will need to make linkages.**

# Publishing



- Agencies are now responsible for publishing their measure results, strategic plans, and program/service area plans.
- DPB is responsible for publishing changes to measures/measure attributes and Executive Progress Reports.
- Publishing = 's live on the web!

# Performance Measures



**WHAT'S OUR GOAL?**  
**WHY DO WE NEED?**  
**WHAT IS A GOOD MEASURE?**  
**HOW TO TACKLE REFINING MEASURES**

# What's our Goal?



**NO BAD MEASURES –  
QUALITY OVER  
QUANTITY!**

# Types of Bad Measures



- Duplicative
- Artificial – created to “check the box” but don’t do anything
- Once useful, but no longer serve a purpose
- Don’t follow measure format
- Don’t measure anything
- Not realistic
- Don’t help tell the agency’s story

# Why do I need good measures?



- Used by DPB and others to determine how effective agencies and programs are.
- Used as a tool in making budgetary decisions.
- Help paint the picture of who and what the agency does.



# High-level Goals, 2013 Enterprise Priorities, and Links to Agency Planning

**Public Safety: Protect the public’s safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.**

## 2013 Enterprise Priorities:

- Homeland Security and Emergency Preparedness
- Violent Crimes
- Adult and Juvenile Re-entry
- Substance Abuse Prevention

### State Police

### Juvenile Justice

### Emergency Management

### Corrections

**Agency Obj./Goal**

- Promote the safety and security of citizens and their property.
- Reduce the manufacture, use, and distribution of illegal drugs.

- Increase successful re-entry of youth released from DJJ correctional centers.

- Increase public awareness and preparedness for emergencies & disaster.

- Improve public safety through successful offender reintegration.

**Service Area**

- Crime Investigation & Intelligence Services

- Drug Enforcement

- Community Custody & Treatment Centers

- Fin. Assistance for Emer. Mgt. and Response

- Supervision and Management of Probates

**Objective**

- Investigate and solve crimes in Virginia.

- Enforce all drug laws in Virginia.

- Decrease the number of repeat juvenile offenders.

- Enhance local emergency management programs and capabilities.

- Promote successful re-entry and offender compliance with supervision plans.

**Objective Strategies**

- Maintain liaison with crime prevention and community partners.
- Improve operational effectiveness.

- Address diversion of pharmaceutical drugs.
- Improve interdiction techniques.
- Promote cooperation and info sharing.

- Ensure that referrals to the program are targeted at the juvenile offenders that need the program.

- Disburse resources via a competitive process based on threat and risk-based formulas.

- Complete a risk and needs assessment on new intake cases within 30 days.
- Develop comprehensive transition plans.

**Performance Measures**

- Number of non-drug arrests

- Number of drug arrests

- Percentage convicted within 12 months of release from a halfway house

- Statewide average score of standardized local self assessments

- Recidivism rate.
- Percentage completing Detention & Diversion Center programs

# What makes a good measure?



## Measure Attributes

Measure Name:	The descriptive name for the measure
Class:	Key, Other, Productivity
Type:	Input, Output, Outcome
Frequency:	The time period you will use to monitor your measurement data
Preferred Trend:	The desired direction of change in the results reported
Statistical Unit:	The unit of measure
Data Source and Calculation:	Identify the source from which the measurement data will be obtained and provide a description of how calculations for the measure will work
Baseline:	All NEW measures should have baselines – the current state data from which to monitor progress
Target:	The specific level of performance the organization is striving to achieve. Required targets for this biennium are: June 30, 2016 and June 30, 2018

# Measure Name



- Clear; understandable to the general public as well as decision makers
- Focus on the most important thing the agency does
- Measure structure:
  - **data form**
  - *Object*
  - Criterion or modifier.
    - ✦ **Percent** of *productivity measure* that are written in proper format.
- Do NOT start with a verb.
- No acronyms.
- Do not contain the target.
- A measure is the “gauge”

# Measure Type



- **Output:** Describes the amount of work completed or output produced; usually consists of a single numeric value (e.g. X number of participants trained); a workload measure
- **Outcome:** Describes the results achieved by an activity compared to the activity's intended purpose; the extent to which a service or activity has impacted the intended audience.
- **Input:** Describes the amount of resources used to conduct an activity, produce an output, or provide a service; a measure that describes the volume of incoming work to be processed; usually consists of a single numeric value; a type of workload measure.

# Targets



- Should be clear and easy to understand
- Should be reasonable
- Should be accurate
- Should not conflict with the data form in the measure name
- **Agencies are required to use the system defined targets – June 30, 2016 and June 30, 2018, however, agencies can also specify their own user defined target.**

# Data Source and Calculation



- Source should identify where you get the data reported in the measure
- Calculation should clearly articulate the mathematical formula, definitions of terms used in the calculation, and information on what is or is not within the scope of the measure
- Source and Calculation should be clear and easy for any reader to understand

# Examples of Good Measures



- Amount of new capital investment in agribusinesses
- Number of new or expanding forest-related businesses or markets.
- Percentage of congestion-free travel on interstate roadways
- Percentage of safety belt usage
- Percentage of major IT projects completed on time and on budget

# How to tackle refining measures...



- Consult Subject Matter Experts
- Review previous audit discussions
- Form workgroups within agency
- Survey staff not typically involved with performance management



# Next Steps



- Work within your agency to refine your measures
- Discuss your results with your DPB Budget Analyst
- Update your strategic and program/service area plans
- Update your Executive Progress Report