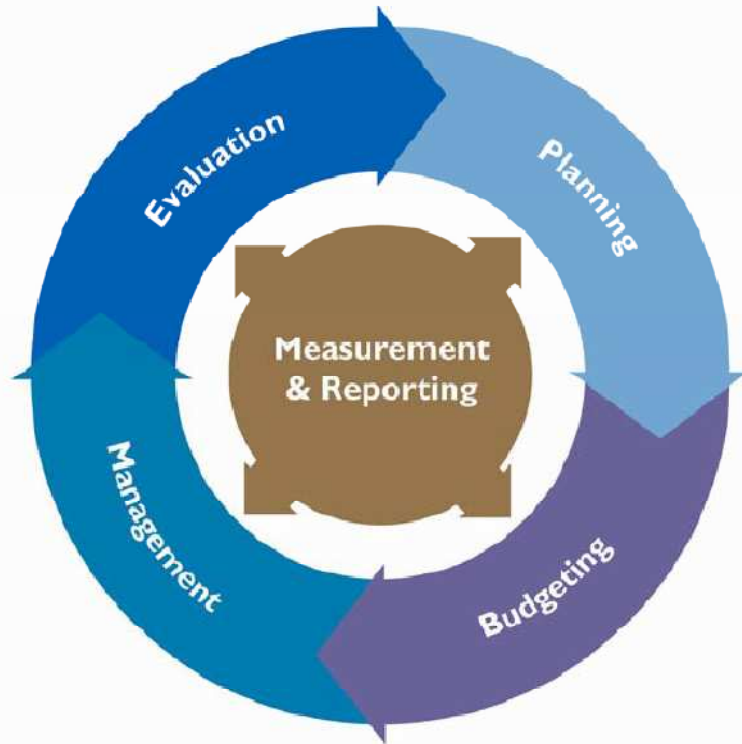


Managing to Performance Excellence

The Performance Management Cycle



Planning—Focusing

- Why do we exist—what value is added?
- What results do we want to achieve--goals?
- What 's not working that we need to fix?

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's the audience—what's their interest?
- What's the use of the measure or report?

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 agencies 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 the agency is wanting 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.)?

Spotlighting Success

The Committee on Performance Excellence is looking for success stories to feature on the Committee's web-site and in the Committee's Annual Performance Report to the Governor and Legislature. If you have a story to share, please contact Dawn Farr at dawn.farr@state.or.us.

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>

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?

The pursuit of excellence requires efficient utilization of resources, a focus on results, and a commitment to performance 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 agency-wide, for a project, or to justify a new investment. Further, 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.

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