

INTRODUCTION

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Research Focus: Organizational
behavior, Strategic Planning,
Performance Management, Program
Evaluation

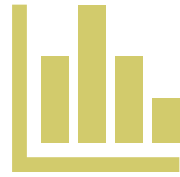


PERFORMANCE MANAGEMENT: ANALYSIS AND DECISION-MAKING



Strategic planning

Mission and goals



Performance measurement

Measuring progress using indicators



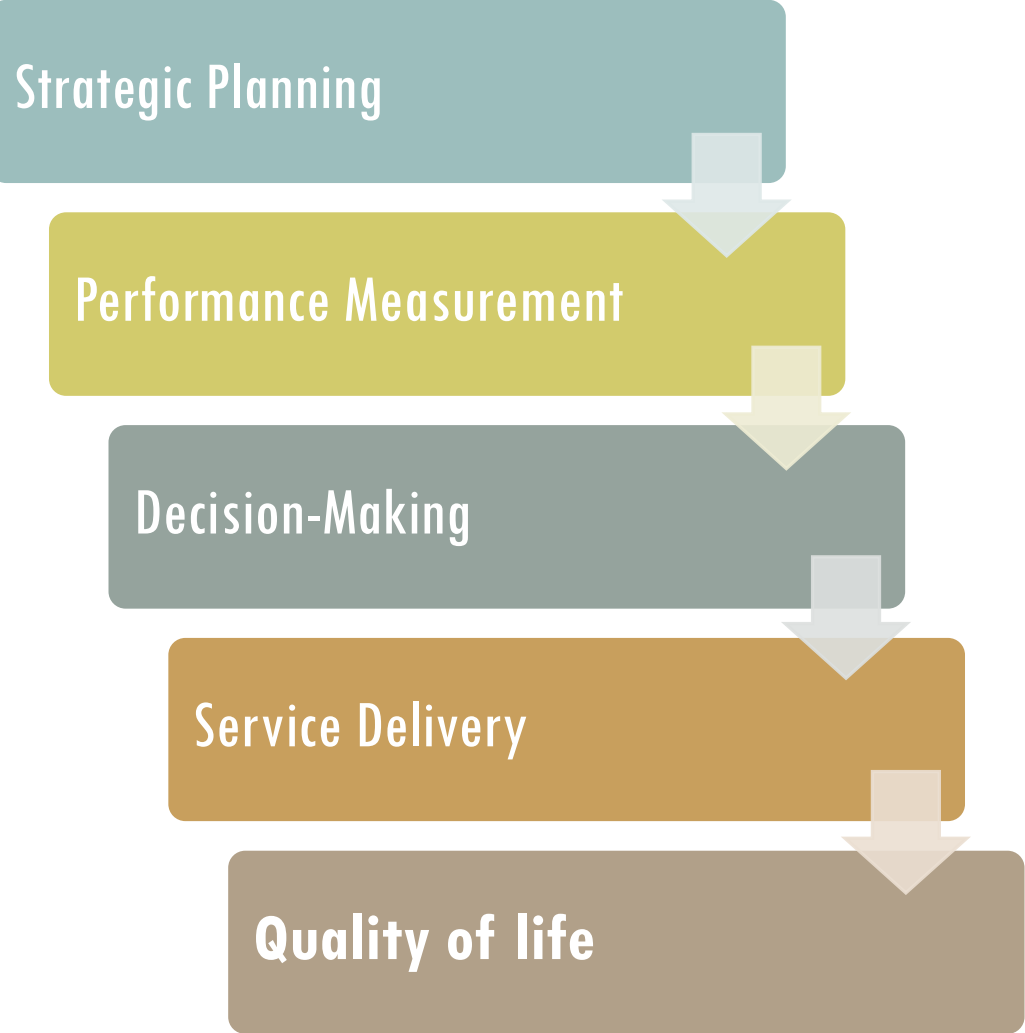
Performance management

Making decisions and taking actions

PERFORMANCE MANAGEMENT LIFE CYCLE

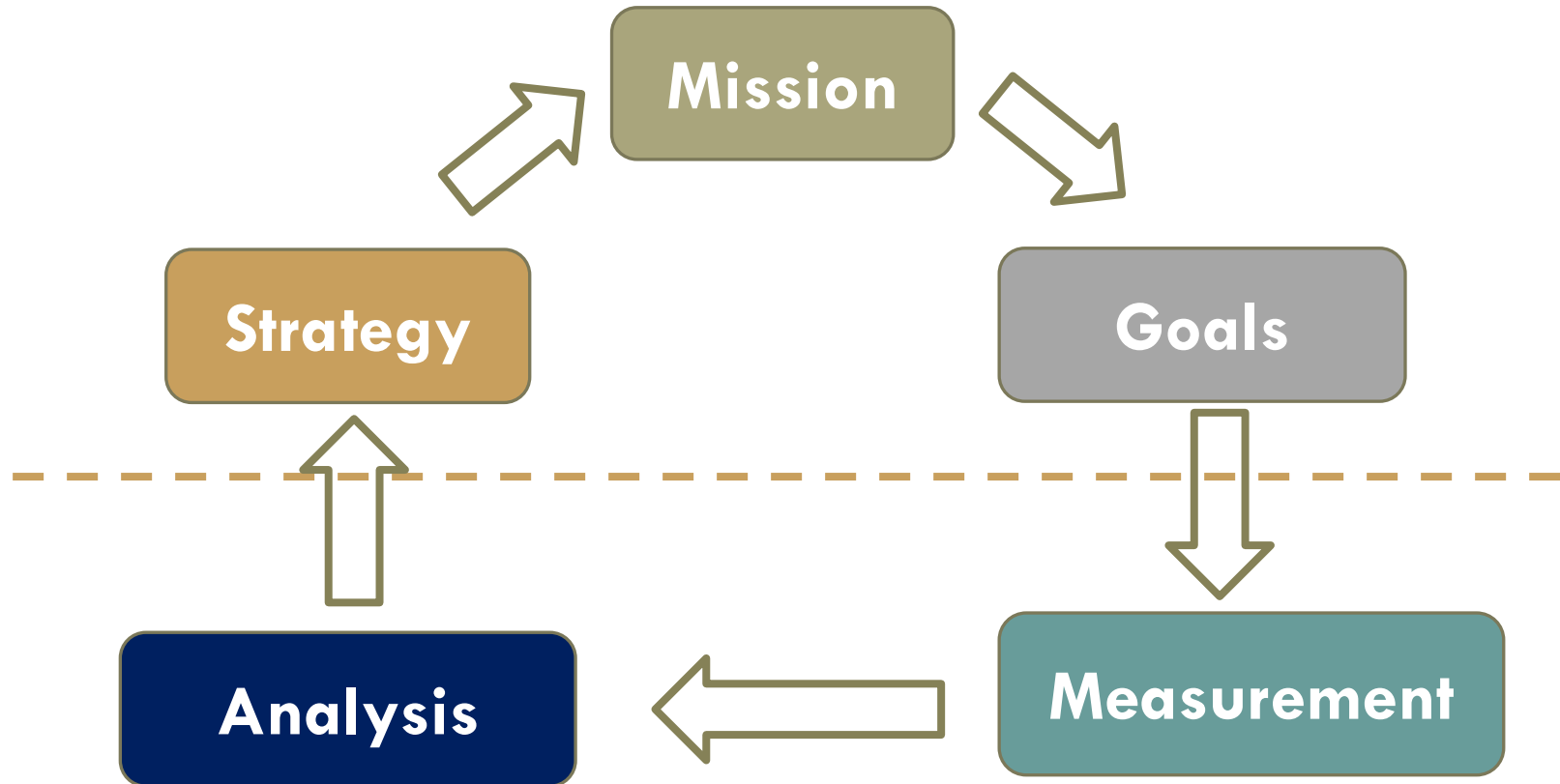
PERFORMANCE MANAGEMENT IS

- Responding to performance information
 - Deciding
 - Acting
 - Changing
 - Improving

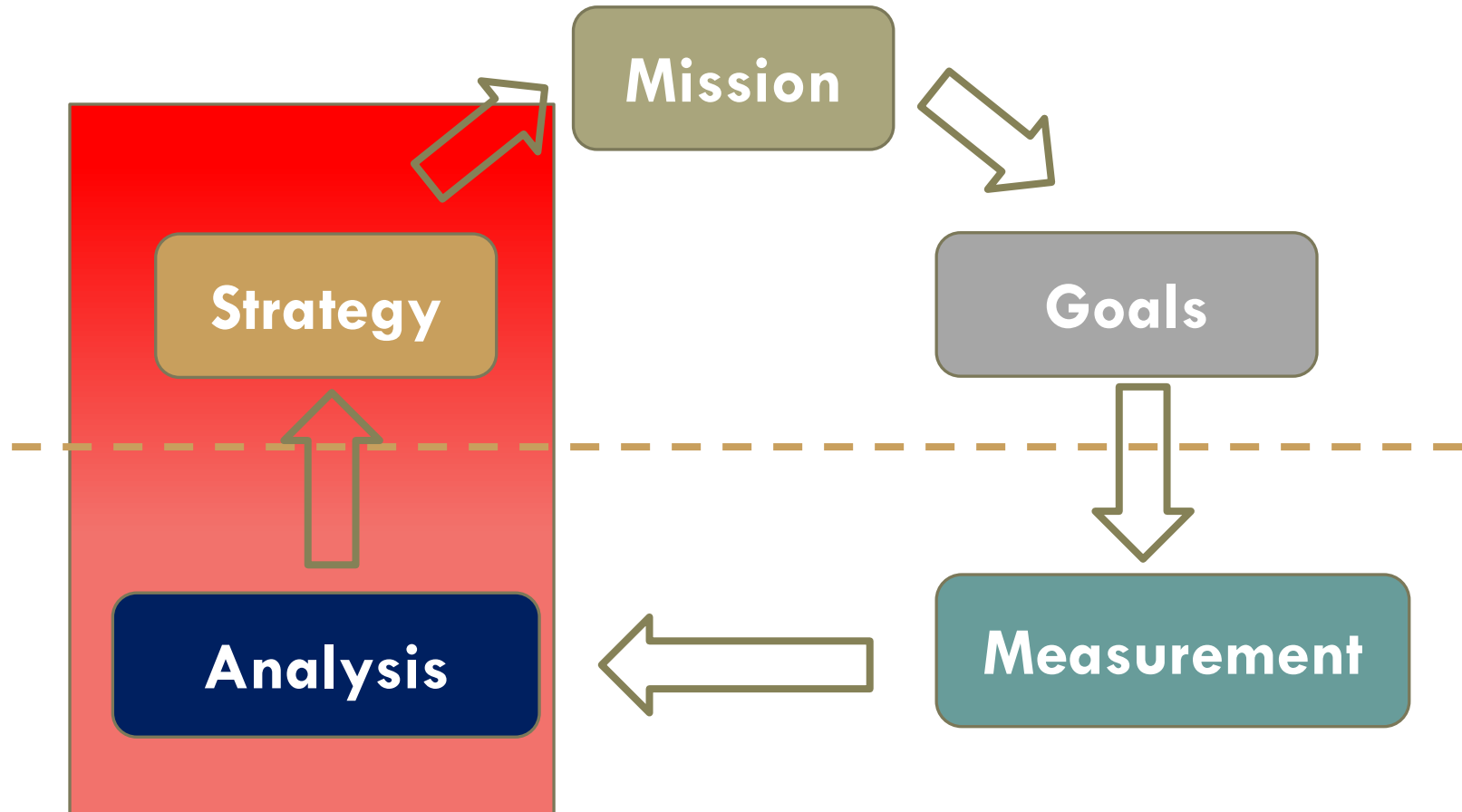


**WHY
PERFORMANCE
MANAGEMENT?**

PERFORMANCE MANAGEMENT PROCESS



PERFORMANCE MANAGEMENT PROCESS



PERFORMANCE MANAGEMENT PROCESS



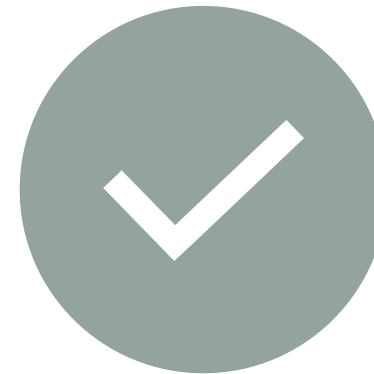
DATA ANALYSIS



PAST
PERFORMANCE



TARGETS



BENCHMARKING

DATA ANALYSIS



PAST
PERFORMANCE



TARGETS



BENCHMARKING

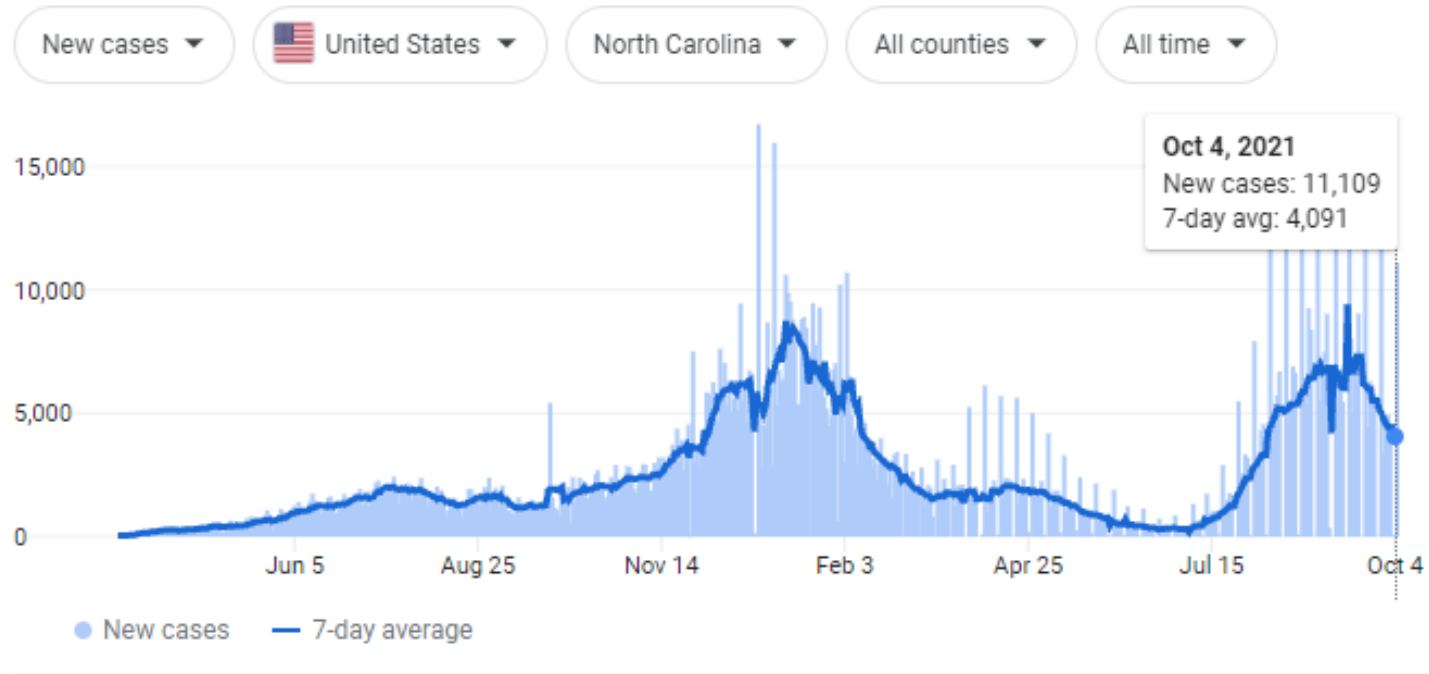
PAST PERFORMANCE

- Compare performance measures with past performance
 - Trends
 - How have we been doing over the past few years/months/weeks etc.?
 - Where are we headed?
 - How stable are we?
 - Are we headed in the right direction?
 - Are we improving?
 - Are the strategies working?
 - How much did external shocks affect us?

PAST PERFORMANCE

■ Examples:

- Dept. of Health: COVID-19 infection trends
- NCDOT: Fatal crashes



EXAMPLE: COVID-19 INFECTIONS

EXAMPLE: NC ROAD CRASH FATALITIES

2018 January - December							
	2013	2014	2015	2016	2017	13-17 Avg.	2018
All Crashes							
Total Crashes	220,271	226,552	251,638	267,494	275,067	248,204	281,685
Fatal Crashes	1,158	1,181	1,273	1,340	1,287	1,248	1,324
Injury Crashes	69,547	71,029	78,857	82,603	81,865	76,780	80,653

Source: Nc DMV Cash Facts Report 2018

DATA ANALYSIS



PAST
PERFORMANCE



TARGETS



BENCHMARKING

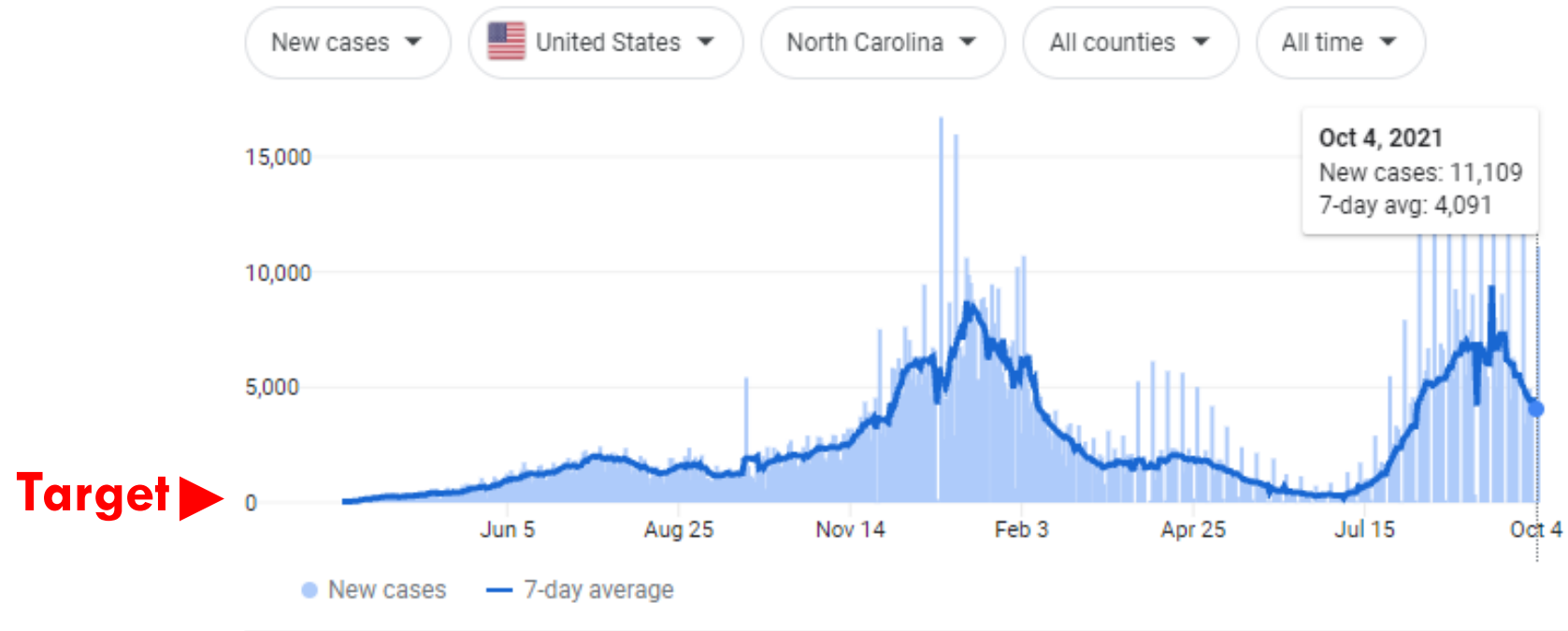
TARGETS

- Mandated by legislature
- Budgeting guidelines
- Industry standards
- Professional associations
- Internal process
- SMART Objectives:
 - ✓ Specific and Succinct
 - ✓ Measurable
 - ✓ Assignable
 - ✓ Realistic, Results-based, and Relevant
 - ✓ Timebound
- Not too difficult or easy

TARGETS

■ Examples

- Crash fatalities should be below 1,000 in 2023
- Crash fatalities in 2023 should be below the 5-year average



EXAMPLE: COVID-19 INFECTIONS

DATA ANALYSIS



PAST
PERFORMANCE



TARGETS



BENCHMARKING

BENCHMARKING

- Comparing performance with others
- How well are we doing compared to others?
- Who are the leaders?
- Where do we stand in the field?
- Are our peers doing better or worse than us?

BENCHMARKING

- Compare COVID-19 trends in NC with SC or Virginia
- Compare road fatalities per 100 million miles travelled in NC with
 - New Jersey or New York State (because lowest rates)
 - Other southeastern states (to show NC as a leader)
 - U.S. average (NC rates are comparable to national rates)
 - E.g., National Conference of State Legislators, NASBO, National Governor's Association Center for Best Practices, other state agency websites.

MAKING SENSE OF DATA

Are we meeting expectations?

Are we improving?

In our performance staying stable?

What areas are doing better than others?

What indicators/outcomes are not showing signs of improvement?

Are we doing worse than before?

Is our performance declining?

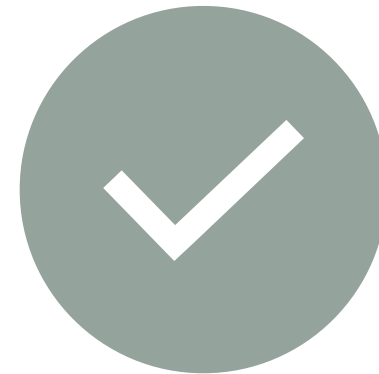
DATA ANALYSIS



PAST
PERFORMANCE



TARGETS



BENCHMARKING

GROUP DISCUSSION #1

- What performance metrics do you use to measure performance on outcomes?
- How do you compare performance?
 - Past
 - Targets
 - Peers



Take a Break



PERFORMANCE MANAGEMENT PROCESS



DECISIONS AND ACTIONS

Making decisions based on the analysis

Going back to the strategic plan to figure out what worked

What can we do differently to get better results?

DECISIONS AND ACTIONS

What actions did we adopt? In the past year or so?

Which actions helped (improve or stabilize) performance?

Which actions did not work or lead to harm?

What actions should we scale back?

What actions should we strengthen?

Should we expand our services?

What resources should we increase or decrease?

LOOKING FOR SOLUTIONS

Singular solution

- Improve lighting and signage visibility
- Add turn-only lanes on hotspots
- Re-design bad roads and intersections

Systemic solution

- Establish a state-wide public road safety and education program
- Raise speed limits throughout the state
- Work with municipal and county transportation and public works departments

GROUP DISCUSSION #2

- What is your organization's biggest challenge/issue?
- How have you used data analysis to understand the challenge/issue?
- What actions have you taken to respond to that challenge? Have they worked?
- Does the challenge require singular or systemic solution?
- How can data inform your response to the challenge?

PERFORMANCE MANAGEMENT PROCESS



IMPLEMENT WITH DILIGENCE

- Use performance management to
 - Learn
 - Motivate
 - Start conversations
 - Find solutions to deep-rooted issues
- **NOT** for “Gotcha” management or accountability
- **NOT** for bonus/merit pay or individual-level analysis

IMPLEMENT WITH DILIGENCE

- Adopt long-term strategy (5-10 years)
 - Make systemic changes
 - Try not to get caught up in “short-cuts”

IMPLEMENT WITH DILIGENCE

- Adopt long-term strategy (5-10 years)
- Balanced goals (effectiveness, efficiency, and equity)
 - Economic growth, AND
 - Economic justice
 - Provide more housing options, AND
 - Especially for under-served communities

IMPLEMENT WITH DILIGENCE

- Develop manager and frontline employee ownership
- Allow discretion at the frontlines
- Let the frontline employees decide the best use of performance data

IMPLEMENT WITH DILIGENCE

- **Performance management is an effective tool, but**
- Improper use could lead to unwanted effects (e.g., data manipulation, cream skimming, goal displacement)

THANK YOU!
QUESTIONS OR
COMMENTS?

Strategic Planning and
Performance Management Resources:

School of Government
UNC-Chapel Hill
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