Obed Pasha, PhD.
Assistant Professor
School of Government
University of North Carolina at Chapel Hill

Email: pasha@unc.edu
Office: 4601 Knapp-Sanders Building

Research Focus: Organizational behavior, Strategic Planning,
Performance Management, Program Evaluation
PERFORMANCE MANAGEMENT: ANALYSIS AND DECISION-MAKING
PERFORMANCE MANAGEMENT LIFE CYCLE

Strategic planning
Mission and goals

Performance measurement
Measuring progress using indicators

Performance management
Making decisions and taking actions
Performance Management is

- Responding to performance information
  - Deciding
  - Acting
  - Changing
  - Improving
WHY PERFORMANCE MANAGEMENT?

- Strategic Planning
- Performance Measurement
- Decision-Making
- Service Delivery
- Quality of life
PERFORMANCE MANAGEMENT PROCESS

- Mission
- Strategy
- Goals
- Analysis
- Measurement

The process starts with the Mission, followed by Strategy, then Goals, Analysis, and finally Measurement.
PERFORMANCE MANAGEMENT PROCESS

Mission → Goals → Measurement

Strategy → Analysis
PERFORMANCE MANAGEMENT PROCESS

**Mission**
What is our purpose?

**Goals**
What do we pursue?

**Measurement**
Periodic collection through instruments

**Analysis**
Comparisons and sense-making

**Decisions and Actions**
resource, training, processes, etc.
DATA ANALYSIS

PAST PERFORMANCE

TARGETS

BENCHMARKING
DATA ANALYSIS

PAST PERFORMANCE

TARGETS

BENCHMARKING
- 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?
Examples:

- Dept. of Health: COVID-19 infection trends
- NCDoT: Fatal crashes
EXAMPLE: COVID-19 INFECTIONS
# EXAMPLE: NC ROAD CRASH FATALITIES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>January - December</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Crashes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Crashes</td>
<td>220,271</td>
<td>226,552</td>
<td>251,638</td>
<td>267,494</td>
<td>275,067</td>
<td>248,204</td>
<td>281,685</td>
</tr>
<tr>
<td>Fatal Crashes</td>
<td>1,158</td>
<td>1,181</td>
<td>1,273</td>
<td>1,340</td>
<td>1,287</td>
<td>1,248</td>
<td>1,324</td>
</tr>
<tr>
<td>Injury Crashes</td>
<td>69,547</td>
<td>71,029</td>
<td>78,857</td>
<td>82,603</td>
<td>81,865</td>
<td>76,780</td>
<td>80,653</td>
</tr>
</tbody>
</table>

Source: Nc DMV Cash Facts Report 2018
DATA ANALYSIS

PAST PERFORMANCE

TARGETS

BENCHMARKING
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
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
- 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?
- 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.
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
• What performance metrics do you use to measure performance on outcomes?
• How do you compare performance?
  • Past
  • Targets
  • Peers
PERFORMANCE MANAGEMENT PROCESS

Mission
What is our purpose?

Goals
What do we pursue?

Measurement
Periodic collection through instruments

Analysis
Comparisons and sense-making

Decisions and Actions
resource, training, processes, etc.
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?
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
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

Mission
What is our purpose?

Goals
What do we pursue?

Measurement
Periodic collection through instruments

Analysis
Comparisons and sense-making

Decisions and Actions
resource, training, processes, etc.
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
- 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
Email: pasha@unc.edu