**Vocational Rehab Webinar – Accessible Slides**

Slide 1: Title Slide – GPRA Modernization: Finding and Using Your Compass – Telling Your Story: Using Measures to Spotlight Problems and Find Solutions

Slide 2: Presenter Information – Jon Desenberg, Policy Director:

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Slide 3: Slide lists different institutes associated with innoGOV.org including: IBM Center for The Business of Government; The Performance Institute; Mercatus Center – George Mason University; The George Washington University – The Trachtenberg School of Public Policy and Public Administration; Harvard University – John F. Kennedy School of Government; AGA.

Slide 4: Slide shows a screenshot of The Government Performance Coalition website.

Slide 5: Slide title – GPRA Modernization: But what are we measuring and why? Slide shows screenshot of 111th Congress 2D Session.

Slide 6: Slide discusses GPRA Modernization “The biggest bill no one has ever heard of.” "When you measure everything, you often end up measuring nothing“; “There’s a difference this time.”; “Money may need to move from additional services to evaluation.”; "If we implement this the right way, this will go down as one of the more significant acts of this Congress,".

Slide 7: 20 Years of Progress – An Underappreciated Success Story: Stronger Planning – Measureable Results At Multiple Levels; Efficiency, Process, and Talent Indicators to demonstrate future success; Leadership Commitment to the power of Evaluation, Reporting and Transparency; A growing Federal capability to develop and validate performance information; Alignment to the program and Senior Executive level; More frequent and more accurate reporting.

Slide 8: Are we missing the Big Picture? Programs and organizations operating, measuring and reporting progress in isolation. GPRA plans and reports often contained little information on how agencies work with others to accomplish goals that cut across organizational lines. Cross-Programmatic Outcomes are often difficult to determine and measure due to the original legislation and policies. Congressional Fiefdoms and appropriations exacerbate many of these issues.

Slide 9: How is it Possible to Legislate Better Management and Decision-Making? Is it possible to legislate better management and decision-making?; Compliance Reporting often leads to Low Level Activity Measures - How will we avoid “Check The Box” Style Reporting?; Does the creation of a COO add another layer to management? - Will the absence of CFO direction work against budget-performance integration?; Can data and performance information be effectively used to guide decision making with political leadership?

Slide 10: Slide discusses GPRAMA – GPRAMA Adds Government-wide Planning and Reporting Requirements. The Act creates a new government-wide framework including: long-term federal government priority goals; revised federal government performance plan requirements; quarterly priority progress reviews; a government-wide performance website.

Slide 11: Federal High Priority Goals: Will they impact you? Long-term goals for the federal government covering: select crosscutting policy areas; management improvements needed government wide; Developed every 4 years, beginning in a President’s 2nd year; Informed by consultations with Congress at least every 2 years; May be adjusted due to significant changes in the environment.

Slide 12: The Quote of the Year: “My Boss really just wants us to start measuring something, but he doesn’t believe in Strategic Planning, he says it’s a waste of time.” Have you heard something like this? Why is this in issue?

Slide 13: Are We Measuring the Right Things? Congress and OMB Push on Measuring “The Difficult Areas”: Intelligence, Defense, and Infrastructure; Evaluating Social and Fiscal Programs; Prevention Indicators; Science and Technology.

Slide 14: 8 Critical Success Factors for Effective Performance Management Systems: 1) Defining and Aligning to Enterprise Strategy, 2) Developing Meaningful Performance Measures, 3) Increasing Data Availability, 4) Maximizing Data Integrity, 5) Enhancing Performance Reporting, 6( Improving Evaluation and Analysis, 7) Achieving Performance Integration, 8) Driving Decision-Making.

Slide 15: Discusses Performance, Transparency and Value: How much is the government delivering and at what value? If we can’t identify our value, the taxpayer only can see costs.

Slide 16: 2010 Federal Receipt (Based on $50,000 Household Income): $1375 – Defense; $1335 – Social Security; $846 – Medicare; $617 – Low Income Assistance; $509 – Medicaid; $433 – Net Interest Payments; $363 - Unemployment Compensation.

Slide 17: Performance Management: Have We Forgotten “Why?” Do the same problems still need our attention? And what are their causes? Is the strategy effective? - Can it be replicated? - Can we speed adoption? - Avoiding Duplication is critical; Can we improve real communication? - To the White House, Congress and (even) appropriators - State, Local, Non-profit and other partners.

Slide 18: Slide discusses International Focus on Better Indicators.

Slide 19: Did your last planning process build on transparency to improve results? Did your last strategic plan and planning process give you insight into a wide range of opinions on your current and future risks, strengths and opportunities? What was done with citizen input? Was there a structured process to present strategies, measures and results for the entire community?

Slide 20: Slide gives quote by popular hockey player, Wayne Gretzky – “I skate to where I think the puck will be”.

Slide 21: Why do we continue to see the “Black Swan” in Planning and Execution? Slide shows web of why 9 of 10 companies fail to execute strategy: The Vision Barrier – Only 5% of the work force understand the strategy; The Management Barrier – 85% of executive teams spend less than one hour/month discussing strategy; The Resource Barrier – 60% of organizations don’t link budgets to strategy; The People Barrier – Only 25% of managers have incentives linked to strategy.

Slide 22: Using Analytics for Successful Execution: Increases goal attainment; Ensures effective use of resources; Serves as a communication tool for all stakeholders; Facilitates mid-course correction by focusing on end goals; Fosters the development of realistic program and project plans.

Slide 23: Creating the “Not-To-Do” List is critical for Realistic Citizen Engagement: Tabling the ineffective activities or programs; Developing new programs; Altering organizational structure; Reallocating resources to critical areas; Rethinking required employee skill sets; Adopting new data collection and management tools.

Slide 24: Slide shows steps of Setting Strategies: Where you are - Identify Products & Services, Determine Key customers, Establish Organizational Core Values; Your Destination – Checking the Mission Statement, Develop a Vision, SWOT, Set Goals; Road to get there – Set Strategies, Identify Performance Measures, Set Targets, Develop Initiatives – Check-In Evaluate the Plan.

Slide 25: Slide shows table wish discusses Understanding Stakeholders for Better Engagement.

Slide 26: Using the Center of Gravity to Set Priorities and Develop Better Measures: 1. What attitude, behavior or condition needs to change to achieve the outcome goals? (Target) 2. Identify who possesses the critical capability to cause the change or achieve the end outcomes. What must they do? (Who & What?) 3. How can you get them to do that? (How?).

Slide 27: Slide discusses Emphasizing the Center of Gravity and shows Input/Output/Outcome web.

Slide 28: Slide shows an example of what elements most logic models incorporate.

Slide 29: Slide shows an example of Logic Model “V”.

Slide 30: Slide title is “The New Realization: Investing in Performance”. Slide shows screenshot of an article from Federal Times discussing the title topic.

Slide 31: Taking Performance to the Next Level: Incremental Improvements: No Longer Acceptable?; Senate Bill 3521 – Is the One Year Budget Cycle Preventing Performance?; Should Front Line Managers keep their Savings?

Slide 32: Views from The Hill: “The Information is buried in thousands of p ages that we end up throwing out.”; “I pick up the phone and call GAO, PART is political.”; “They act as if we appropriate by goals. We want information by program area.”; “The Administration redesigned the budget process so that we couldn’t find core information.”

Slide 33: Slide shows screenshot of a document released by the Senate Budget Committee titled “Senate Budget Committee Creates Task Force on Government Performance”.

Slide 34: Target Setting for Greater Transparency – Most organizations do some sort of target setting with some regularity; Many organizations limit their efforts to targeting a period-on-period improvement.

Slide 35: Making Benchmarks Matter to the Citizen – Industry averages versus internal insight: Averages are, well, average; facts are better. External benchmarks may be incompatible with internal goals.

Slide 36: Rethink Benchmarking: Citizen experience considerations – studies correlate the citizens experience with behavior (e.g., loyalty, understanding, trust); citizen expectations can guide benchmarks.

Slide 37: Spend Right: Budgets are tight – spending smarter is an imperative; avoid over spending – and under spending in the wrong areas. Satisfaction guides spending – customer satisfaction data can help set accurate targets; get maximum gains for minimal investments.

Slide 38: Slide shows a graph of statistically estimated leverage.

Slide 39: Slide shows another graph of statistically estimated leverage.

Slide 40: When is Enough Really Enough? Complex situations create opportunities to . . . over invest or under invest. Negative outcomes – wasted resources; lost opportunity, credibility; failure to achieve organization mission.

Slide 41: Slide title is “Optimizing Contact Center Metrics”. Slide shows a graph about the % of calls abandoned while in queue at call center. Qualitative “best practice” indicated 5% was a good target.

Slide 42: Based on a series of analyses of this type, the agency determined it could drive taxpayer satisfaction and loyalty while: Avoiding investment in a new facility; Improving its contact center performance (to the empirically-determined level) with less capital-intensive investment; Re-directing the majority of resources from investment in new facilities to other initiatives (i.e., less money spent on call centers and more spent addressing the underlying problems causing taxpayer dissatisfaction).

Slide 43: Slide title: “Multiple Interpretations: What does this say?” Slide shows another graph of aggregate level results.

Slide 44: Some Interactions Require a Speedy Resolution. . . During interactions that the beneficiary considers to be a nuisance satisfaction benefits from a speedy resolution. Slide shows a graph of Angry Benefits Calls.

Slide 45: Some Interactions Require a Speedy Resolution. . . While Others Need More Care: Slide shows graph of Desperate Beneficiary Requests. For certain types of calls, however, citizens expect to spend a certain amount of time to properly address the issue. These calls also tend to be more complex and inherently longer. Cutting the call off early leaves the citizen feeling short changed and as if their issue wasn’t taken seriously.

Slide 46: Results: Identified variable performance targets - Understood that a “one-size-fits-all” approach would not meet citizens’ needs - Educated staff on proper handling of varied citizen requirements; Opportunity to improve the agency’s image through greater trust and positive word-of-mouth.

Slide 47: The New Model: The Spread of “stat” Management and Predictive Analytics – Baltimore, Philadelphia, DC, LA, New Orleans, Most Major Cities by 2004.

Slide 48: A More Holistic View of Comstat is Emerging, Enabled by new Technology. Urban Crime: Predictive policing strategies; crime information; dispatch; investigative support; arrest; mobile information. Emergency Response: Emergency Response Center; Computer Aided Dispatch; In-car or on-person systems; Planning and Simulations. Counter Terrorism: Cyber Security Solutions; Fusion Centers; Border Security Solutions; Critical Infrastructure Security Solutions. Transportation Safety: Traffic Management Systems; Asset Management for Safety Maintenance; Weather; 511. Cross cutting solutions: data management, communication, identification – data analytics, data management, governance, shared services, geospatial information, interoperable communications, collaboration, biometrics, digital video.

Slide 49: Smarter decision-making, better outcomes and better performance through: Holistic view of programs, budgets and results, today and in the future; managing and reducing risk; improving operational efficiency; increasing transparency and accountability.

Slide 50: Early Predictive Success: Maintenance Management. Problem: most preventive maintenance schedules assume independent part failure. Solve: exploit maintenance records to discover the associated/sequential failure patterns.

Slide 51: Predictive Behavioral Analysis – Problem: Can we implement crime-prevention programs to keep low-level offenders from ‘graduating’ to violent crime? Solution: using arrest records to find any evidence of escalating behavior.

Slide 52: Competing Predictive Modeling for Greater Accuracy – Problem: Spiraling crime rates, limited officer resources – better deployment decisions required. Solve: (In addition to incident data) weather, city events, holiday/payday cycles, etc – better picture of criminal incidents, more accurate prediction, more effective deployment.

Slide 53: Slide discusses how we have better and timelier information. Real time crime center founded on a crime information warehouse – in NYPD joins and analyzes billions of records from multiple sources. “It used to take us days to find a number or an address. Now we send stuff to detectives who are literally standing in the blood”.

Slide 54: Predictive Analytics: Provide more granular predictors (6 crime types); Include GPS data from vehicles as a factor for models; Enhanced notifications to officers when they enter >90% dispatch zones.

Slide 55: 7 & 30 Day Analysis: Predict intensity of crime by 4 hour windows within 7 and 30 day forecasts; Provide single click interface directly to GIS perspective for each 4 hour window; Provide “what if” scenario options based on deployment tactics.

Slide 56: Moon Phases? Yes, Predictive Crime Models with years of data in Europe and the US have linked temperature, humidity and even moon phases to crime.

Slide 57: More Data, More Computer Power, More (Unexpected) Correlations: Fewer and more meaningful measures are still better strategically; But, the explosion of available data and the decline in the price of computing power has allowed for better modeling and sometimes surprising relationships.

Slide 58: How Accurate is your Model? Implement: GIS ‘hotspot’ interface, 24/7 automatic model management and real time evaluation of resource deployment.

Slide 59: Slide shows NYPD’s real time crime center using analytics and GIS.

Slide 60: Slide title “Tactical Tweeting and Content Analytics (Key Word Blunt)”. Slide shows screen shots of how police can tap into social networks for actionable intelligence (Counter Drugs & Narcotics).

Slide 61: Predictive Policing: Richmond had increased from 9th to 5th most dangerous city. Used predictive analytics for officer deployment and risk management. Violent crime decreased 30% in the first year.

Slide 62: Performance Institute’s Local Partners and Clients are Taking Comstat and BI to a New Level of Effectiveness: 1. Reaching out to academia and sociologists. 2. Pulling data in from other jurisdictions to get models accurate early. 3. Using a variety of unstructured data in new ways.

Slide 63: The Knowledge – Data Gap: 1. Lessons are learned inadequately, 2. Memories are recalled incompletely, 3. The future is predicted inaccurately, 4. Data rarely overcomes preconceived notions.

Slide 64: When the Data isn’t Enough – Possible Solutions: Rich histories; Multiple observers and multiple interpretations; Hypothetical histories.

Slide 65: A Data Driven Culture Embraces Experimentation – Think of: Trials programs, pilot studies, and the small experiments, and about the inferences that can be drawn from them; Does the Government embrace experimentation?

Slide 66: Slide title is “How to Get Fired at Harrah’s”. Slide shows quote by Gary Loveman, “Institute a program without first running a data driven experiment.”

Slide 67: Measurement Maturity Index: In order to have a good idea of your organization’s measurement progress the index will give a score up to a maximum of 300 in 4 key areas; Continue to assess your organizations over time to understand their progress and help them understand where to focus.

Slide 68: Four Maturity Themes: 1. Interaction – discussion, feedback, pilots, learning; actionable. 2. Integration – cross-functional understanding, casual relationships explored.

Slide 69: Four Maturity Themes continued – 3. Focus – results-focus, critical and strategic; The routine measures are eliminated for the high-leverage. 4. Context – widely used, valued, trusted; No fear, positive and motivating.

Slide 70: Slide shows Measurement Maturity Index of Transformational Performance Management and Basic Performance Measurement.

Slide 71: Slide re-emphasizes the Logic Model “V”.

Slide 72: Selecting Your Measures – The Program Performance Assessment Window. Slide shows table regarding the Program Performance Assessment Window.