

Performance Management Workshop



City of
Philadelphia

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Abstract

The City of Philadelphia's Office of Performance Management is a new city office created by the Kenney Administration, housed in the Office of the Chief Administrative Officer (CAO). The office's purpose is to enable city departments and city government as a whole to measure, track, and report on the progress of major goals and initiatives as well as helps to utilize data and evidence to make policy and program decisions. A recent initiative by the office has been the development and delivery of trainings to city employees to educate them on what performance management is and how the city is leveraging performance management practices to propel Philadelphia forward. This is what the interns have been tasked to accomplish over the summer. These trainings have been initially designed as an introduction to performance management concepts, suitable for employees at any level of government, and with the goal of to enabling the City's performance management initiatives to be more effective and to receive greater buy-in from all stakeholders.

Introduction

As Philadelphia residents have continually requested more from their government, the City of Philadelphia has dedicated various resources to address issues and to stay responsive to the public. Under the Nutter Administration, the city launched *PhillySTAT*, a performance management system modeled after that of Baltimore. Though informative, it was found to not be the best solution for Philadelphia. Now under the Kenney Administration, the city has created the Office of the Chief Administrative Officer which houses the Office of Performance Management. These offices work hard to develop systems and tools to implement sustainable and long-lasting performance management strategies for the city.

Already, the office has begun to roll out a redesigned process – *PerformancePhilly* to bring departments and programs together to utilize data to make service improvement decisions. This initiative is a structured system designed to track accomplishments and identify specific areas for improvement that need the focused and strategic attention of cabinet, department, and program leaders and practitioners. It is also a forum for departments and programs to share best practices in performance management and engage their colleagues in structured peer learnings. One of the first steps of the project has been delivering entry-level performance management knowledge to city employees so that all have a foundational knowledge of its concepts. The trainings are to be delivered as both in-person workshops and online learning experiences. The training content is generally consistent across all city departments as this foundational knowledge can be understood and applied by many different types of work in government.

Project Goal and Process

The goal of this project is twofold: 1) to compile performance management information relevant to city employees and 2) to create a training module to deliver that information in such a way that it would prepare employees for *PerformancePhilly's* eventual implementation. The information was centered primarily around the basics of performance management, why it matters, and how other cities have used it to their advantage. The training is designed to span ninety minutes and utilizes a number of methods to impart the compiled information, including logic models, team activities, and group discussions. The intention is that participants will finish the training with considerably more knowledge on performance management and the *PerformancePhilly* system.

In order to deliver this training, our group had to quickly become experts in the field of performance management, decide which content to highlight, and determine how to present the information in an effective and interactive manner for the highest-yield learning. Once an outline was solidified, our group leveraged the resources within the City of Philadelphia already focusing on performance management, by soliciting feedback from the Performance Management Advisory Board and doing a trial-run to the department of the Chief Administrative Officer. In addition, two pilot sessions of the training were held, and in each session a pre- and post- test was administered. After each iteration, the most poignant suggestions were incorporated and the presentation and accompanying facilitator's guide continue to be improved for future uses by the City of Philadelphia.

Key Components of Training Module

Throughout the summer, our group continually designed, refined, and developed this training module from scratch. It was conceived to be an interactive program to train city employees on the fundamentals of performance management and educate them on how the city of Philadelphia is implementing such a system. The entirety of the training module created by the team can be viewed in the written facilitator's guide and PowerPoint presentation, which are both found in the appendix.

The training module is broken into seven parts intended to be conveyed and presented over the course of ninety minutes. The sections are:

1. Welcome
2. What is Performance Management?
3. Overview of Other Cities
4. PhillyStat and PerformancePhilly Comparison
5. Why Learn About Performance Management?
6. Professional Development
7. Recap, Closing, and Next Steps

The "Welcome" section contains an overview of the training's goal and format and an introduction activity. This helps to acclimate the participants to each other as well as sets the stage for the subsequent sections.

After explaining the purpose and content of the training module, the "What is Performance Management?" section describes in detail the concept of performance management and how it is important and beneficial for the City of Philadelphia to utilize it. This section also addresses logic models, how they aid performance measurement, and are integral to a performance management system. To accomplish this, there is both an explanation and activity part of the section which both help to show the importance of the various parts of a logic model

such as resources, activities, outputs, and outcomes. Following the conclusion of the activity, the training addresses any possible pushback against the concept of performance management by undergoing an activity entitled “Devil’s Advocate” which helps to illustrate the usefulness of performance management and addresses any concerns the training participants may have. The section concludes by addressing the traits that constitute a good performance measurement system (results-oriented, cost effective, etc.) and how if designed and implemented properly the benefits the come from such a system.

To make these benefits more tangible and to serve as a comparison to Philadelphia’s efforts, the training, at this point, focuses on giving an overview of other cities who have utilized performance management systems similar to those planned for Philadelphia that have found great success. The cities included in the overview are Baltimore, Kansas City, and Memphis. This helps to reinforce and show that performance management works, especially the type that is planned for Philadelphia.

After discussing other cities, the training then compares *PhillyStat* and *PerformancePhilly*. *PerformancePhilly* is the new version of performance management in the city, and by comparing it to *PhillyStat*, the training shows the improvements of the new system as it adopted what worked in *PhillyStat* and addressed what did not.

To bring all of the previous parts together, the training culminates in a group activity to create a simulation of how performance management is collaborative and yields cross-departmental benefits. The participants are broken into four groups all tasked with completing a different portion of the work required to repair a water main break, represented in the activity by four different ball throwing prompts. Without the proper performance

management system in place, none of the other groups are aware of each other's goals or resources. As a result, success is hard to measure and collaboration is hard to accomplish. This helps to underscore the needs for a proper performance management system to enhance the efficiency and effectiveness of work completed and how each department's goals and work help contribute to the improvement of the entire city.

The final activity moves from a more conceptual look at performance management to a more concrete level in the "Professional Development" section. This activity has participants actually write out performance measures they would use to measure toward their expressed goals. With this activity, participants are applying, in a practical way, the skills they learned in the session. The hope is this can be carried into their own conversations with teammates and leaders.

The session concludes with a review of all that was learned and a discussion of how to stay involved in performance management within the City of Philadelphia.

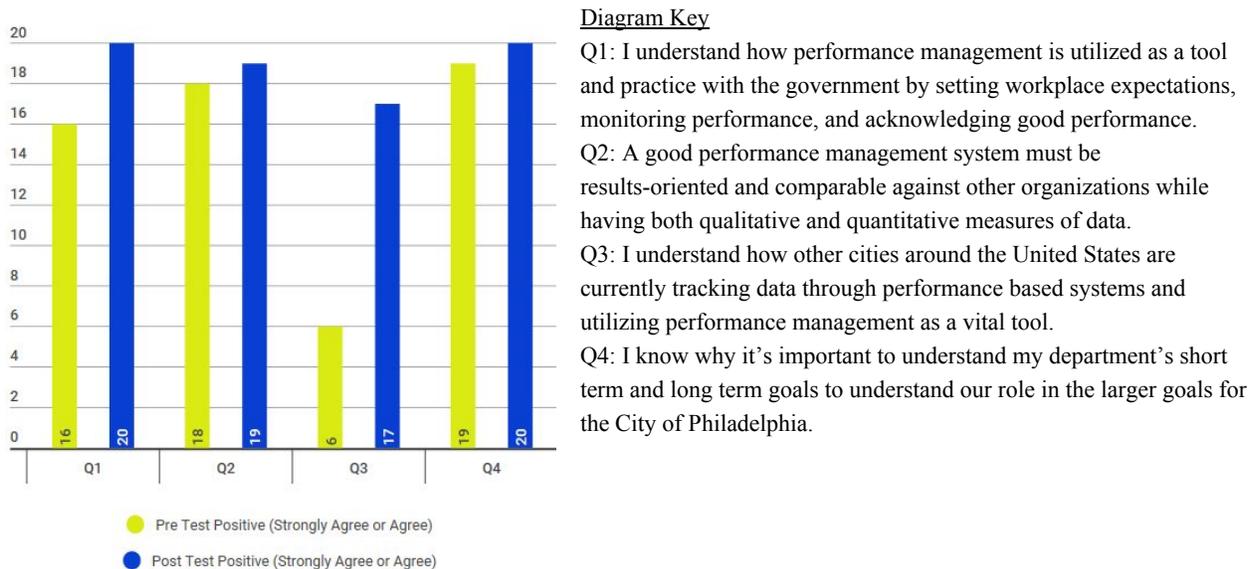
Feedback

Throughout the workshop, emphasis was placed on the importance of setting data driven goals and collecting metrics. Because of this, it was imperative to determine how much our workshop participants currently knew about performance management before the workshop began and what they learned, experienced, and recommended regarding the workshop, once it was completed. This way, the module itself can effectively model the benefits of performance

management and effectively track toward our goals of teaching Philadelphia employees about performance management.

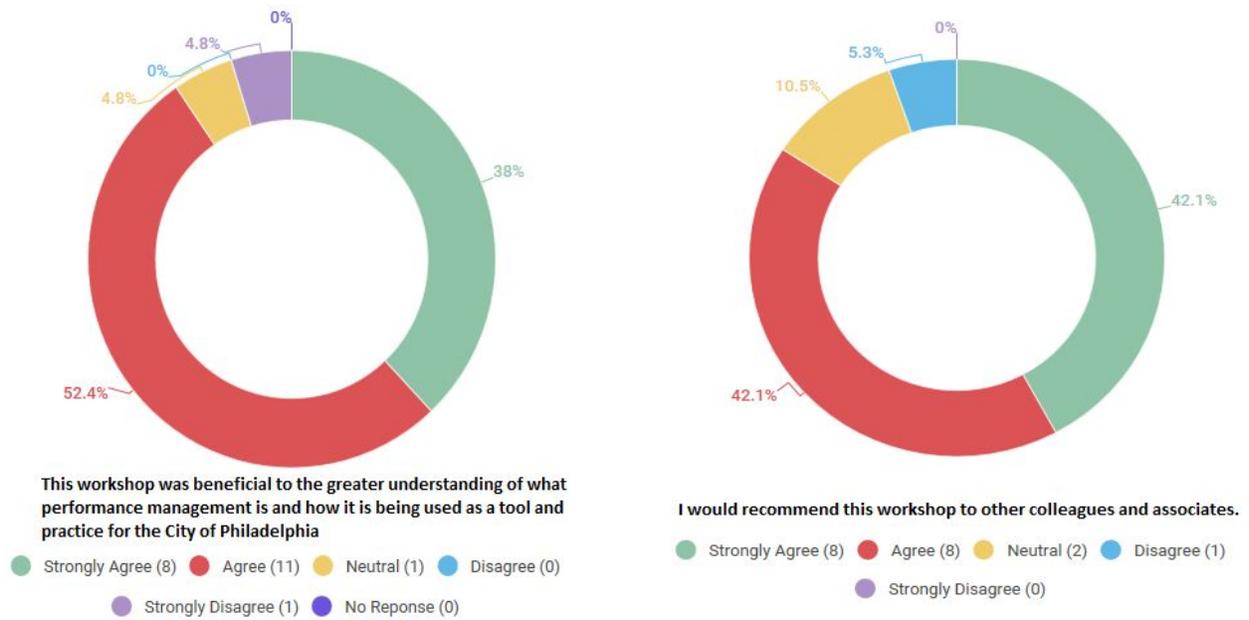
There were two pilot training sessions, the first (July 26, 2016) of which had 16 participants while the second (August, 1, 2016) had 5. This resulted in 21 pre- and post-tests to use as data points to determine if the participants obtained an idea of what performance management is, how Philadelphia is taking steps towards a sustainable performance management system, and what other cities across the United States are doing in regards to performance management. At the end of the post-test, the participants were also asked if the workshop was beneficial, if they would recommend this workshop to other colleagues, and to provide any additional feedback and suggestions. All questions were given a statement with the following options to pick from: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

When looking at the results, 21 total participants from 11 different city departments prove to have benefitted from participating in the workshop on performance management. For the purposes of analysis responses of “Agree” and “Strongly Agree” are bucketed together to indicate a positive response.



The answers to these questions all showed an increase between pre- and post-tests of participants answering more positively with an increase of as high as over 50% in positive responses, showing a gain in understanding, confidence, and belief in what performance management is.

The most crucial piece of data we examined took place only in the post tests and regarded the participants personal takeaways from the workshop and recommending this workshop to their fellow colleagues. The questions, and exciting responses, are as follows:



The results determined that this workshop was a beneficial experience to the professional development of the city employees who had the opportunity to participate. Our goals were surely completed--90.4% of participants gleaned a greater understanding of performance management, and 84.2% would recommend this workshop to their colleagues and associates. These results solidify that this was a productive group project that provided insight and knowledge across

departments and various levels of understanding performance management. Additional feedback and suggestion prove that participants were engaged and sold to the model of performance management with motivation to improve the workshop to help make it even more beneficial for their colleagues and associates participating in the future.

Conclusion

Working on this project was a meaningful and rewarding experience. Quickly becoming experts on Performance Management and passing that knowledge off to city employees seemed like a daunting task to accomplish. However, through thoughtful planning and careful teamwork, our group was able to compile a training that will hopefully be used in the months ahead as *PerformancePhilly* rolls out.

With the understanding that this training will continue on without us, our group wrote out a detailed Facilitator's Guide to accompany the presentation slides. Our hope is that this will be able to be adapted to serve any individual facilitator's and audience needs. Having the opportunity to run through the presentation three times with three distinct audiences, the following advice is proposed. First, engage the participants as much as possible. The overall intention is to help City of Philadelphia employees learn. As they are taking time out of their work day to join the session, their involvement in the presentation content is critical. The training is designed to be broken up into many activities, however, each facilitator must take ownership of audience participation, by creating a relaxed and collaborative atmosphere and where necessary, directly calling on people to speak. Speak slowly, ask questions of the audience and

pause for questions from them. Second, use precise instructions for activities. In the interest of making activity time as productive as possible, clear instructions need to be given. Language has been provided in the facilitator's guide, but it is recommended that the facilitator prepare carefully so that the room is set up accordingly and instructions are displayed, discussed and modeled. Third, provide as much context and as many examples as possible. The facilitator's guide has built in examples, but where possible, elaborate based on individual experience or the experience of the audience to help make some of the concepts more tangible. Finally, operate confidently. While expertise is not required, this module contains a solid foundation of research. In order to effectively pass along the information future facilitator's must operate confidently and comfortably. It is our hope with this module the City of Philadelphia will successfully engage its employees in the roll out of *PerformancePhilly* to enhance decision making, strengthen cross-departmental collaboration, and improve communication with residents.

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Evaluation Explanation

As participants arrive, pass out pre-evaluation for each individual to fill out

****Be sure to collect Pre-Test before moving on****

advance slide to "Welcome"

Welcome

Opening remarks:

Good morning, and thank you for coming to today's training on performance management. I am **insert name** and I am part of the Mayor's Internship Program. Also joining me today are my colleagues **insert partner's name** and **insert partner's name**. We are really excited to be facilitating this training with all of you and have designed this session to be as participatory as possible. So please, to get as much out of this as possible... engage, raise your hand, and ask questions. We look forward to our time together. Now, to clarify, why we're here, let's quickly go over what we hope to accomplish today.

advance slide to "Learning Objectives"

This is **WHY** we are here.

- Obtain an introductory understanding of performance management as a tool and practice
- Understand the way performance management strategy differs across cities
- Understand how Philadelphia is emphasizing the importance of follow-through with regards to performance management and the steps being taken to ensure sustainable performance management in Philadelphia
- Develop the ability to establish short- and long-term goals in regards to the various departments participates work in and establish data-driven strategies to track the progression towards stated goals

We hope to touch on all these objectives today. Our agenda is as follows.

advance slide to "Agenda"

This is **WHAT** we will be doing today.

1. Welcome



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2. What is Performance Management?
3. Overview of Other Cities
4. PhillyStat and PerformancePhilly Comparison
5. Why Learn About Performance Management?
6. Professional Development
7. Recap, Closing, and Next Steps

Performance management programs are being adopted around the country by both private and public entities, and they're only going to become more common. Performance management gives great insight into how things currently stand. No growth is possible without understanding where you're starting.

advance slide to "Introductions"

Now that we know why we are here and what we will be doing, let's get to know **WHO** is in the room. We will be doing a few activities throughout the session, so will be great to get to know your neighbors. A fringe benefit to this session is the opportunity to network across departments. To do this, we will do a round of introductions. But before that, please write your department name and 1 or 2 goals that your department seeks to complete on one side of the index card in front of you. This can be a daily goal such as collecting all of the trash in your geographic area of responsibility or a longer term goal like providing PreK to 1,000 kids by Summer 2017. We will be using these goals in a later activity.

Alright, so it looks like everyone is just about done. Now, let's go around the room and share your name, your department, and one thing you either already know about performance management or something you would like to learn. I think this will be helpful to all of us as we learn who we will be learning alongside this morning.

Great, I hope everyone has a general idea of what we hope to accomplish today and who is in the room. I am going to pass it off to **insert colleague's name** who will be leading us through a brief introduction to the concept of performance management.

advance slide

What is Performance Management?

The Performance management we will be talking about today is the systematic process by which an organization involves its employees in improving *organizational* effectiveness in the accomplishment of mission and goals. This is NOT about individual performance or an



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individual review, but rather collectively tracking organizational and departmental landmarks toward broader goals.

Performance management includes **[refer to diagram on PPT]:**

- planning work and setting expectations,
- continually monitoring performance,
- developing the capacity to perform,
- periodically rating performance in a summary fashion, and
- acknowledging good performance.

It is a cyclical and adaptive process.

advance slide

Performance measurement is the regular collection of specific information regarding the results of government services. It includes the measurement of the kind of job we are doing, and addresses the effect our efforts are having in our community and the larger goals of the City of Philadelphia. Together with strategic planning, benchmarking and continuous improvement, performance measurement forms the nucleus for managing for results.

In general, a good performance measurement system should be able to provide answers for the following questions. What is the goal? What was achieved? How efficiently was the work done? How were citizens helped by the effort?

advance slide

Use Logic Model to Determine Desired Outcomes, Determine Performance Metrics that will Measure

The key question in performance management process, is: how do we measure these outcomes? But first we need a clear system to understand the process that goes into achieving our overall goals. To do this, we use a logic model to systematically and visually present and



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share our understanding of the relationships among the resources we have to operate a program, the activities we do, or the changes or results we hope to achieve.

The underlying purpose of constructing a logic model is to assess the "if-then" (causal) relationships between the elements of the program. Because of this, it is also often referred to as a *theory of change*. This is foundational to performance management as it allows us to understand what information we need to collect to understand what constitutes success or not.

I'll walk through each component and illustrate with the example of a bike helmet campaign. After I go through this example, we'll have a group discussion about your specific departments.

YOUR PLANNED WORK describes what resources you think you need to implement your program and what you intend to do.

1. Resources include the human, financial, organizational, and community resources a program has available to direct toward doing the work. Sometimes this component is referred to as Inputs. [Bike helmet: volunteers, staff, physical space required]

2. Program Activities are what the program does with the resources. Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results. [Bike helmet: gathering information about accidents, creating a press kit, connecting with journalists]

YOUR INTENDED RESULTS include all of the program's desired results (outputs, outcomes, and impact).

3. Outputs are the direct products of program activities and may include types, levels and targets of services to be delivered by the program. [Bike helmet: special report, PSA video]

4. Outcomes are the specific changes in program participants' behavior, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1-3 years, while longer-term outcomes should be achievable within a 4-6 year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7-10 years. Outcomes can be related to efficiency (reduce the time something



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takes to accomplish) or about effectiveness (how well something is done) and both are typically critical. [Bike helmet: Short Term Outcome: Bikers are more aware about importance of helmets; Longer term: bikers wear helmets more often]

5. Impact is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7-10 years. [Bike helmet: Injuries and deaths from bike accidents reduced; culture shift in safety]

[**ACTIVITY:** After explaining these distinctions to the group, write each of these component parts on flip charts, and ask the group for examples they see in their daily jobs that fit into these component categories (resources, activities, outputs, outcomes, impact). Clarify any discrepancies as necessary.]

We talk about a logic model to highlight the distinct pieces that lead to the outcomes, and in the context of Performance Management, think through how we thoughtfully determine metrics that will measure our desired outcomes.

advances slide to “Devil’s Advocate” activity

Combating Pushback:

Up until now, we have discussed the benefits and advantages of Performance Management. However, as with all change, there can be some resistance and confusion as we implement new processes. As we’ve been talking many of you may have been thinking “Nope, that won’t work for me/my team/our department”. However, in trying to use the potential limitations of Performance Management as a reason not to do implement it, we forego its benefits.

ACTIVITY

At this point, we’re going to play a short activity called “Devil’s Advocate”. Break into your groups of five (or less) and take turns being a “naysayer” and and “advocate”. Naysayers, what do you think are the common arguments against Performance Management? Channel that obstinate team member and think of the best they could throw at us. Advocates, think through why that argument might not hold up. Go back and forth a few times and we’ll report back in the full group.



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[DEMONSTRATE THROUGH ROLE PLAY: Two facilitators model activity for the group] For example, if I were to be the naysayer, I might say. No way, this performance management thing is just a passing trend. I have seen lots of things come and go, this won't stick. The advocate might say, well actually, this has been taken up by many cities and across both the private and public sector.

Common arguments against:

- You can't measure what I do.
 - RESPONSE: Areas previously thought to be "unmeasurable" such as education, welfare, and even international relations have been shown to be measurable if someone is motivated and creative enough to pursue an innovative approach. Since so many governments have initiated performance measurement in recent years (and others have done so for quite some time), more information than ever exists for staff to reference.
- It's not fair because I don't have total control over the outcome or the impact.
 - RESPONSE: It is the rare program that anyone has total control over the outcome, but if you can't demonstrate any impact on the result, then why are we funding your program?
- It will invite unfair comparisons.
 - RESPONSE: Comparison is going to happen whether you like it or not. By taking the initiative in selecting comparable organizations, you can help your program by proactively comparing performance, determining how well you are doing, and seeking ways to improve your performance.
- It will be used against me and the rest of my department.
 - RESPONSE: Demonstrating openness and accountability, even when the news is not so good, inspires trust. If you are open about where you need to improve, most people will give you the benefit of the doubt as long as you demonstrate that you are sincerely seeking to improve. Cynical manipulation of measures, i.e., selecting overly easy targets or ignoring key data, will likewise cause the public to question your motives and credibility and will lead to mistrust. In fact, being



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honest about your performance and how you can improve can actually help you win support for additional resources.

- It's just a passing fad.
 - RESPONSE: Anyone who thinks performance measurement is just a passing fad need only pick up any public administration-related document to learn that it is being used at the federal, state and local levels of government, with no indication that the requirements for its use, i.e., accountability, continuous improvement, better information for decision makers, etc. will abate. In fact, if anything, pressure to demonstrate accountability and improvement is only expected to increase.
- We don't have the data/we can't get the data.
 - RESPONSE: In this age of information technology, it is hard to believe that performance data are not available. If a program is important enough to fund, staff should be able to find some way to collect data on its effectiveness. It can be as simple as a desktop spreadsheet using information collected from a hard-copy log or it can be trained observer ratings, with numerous variations in-between. What is important is that critical indicators of success are identified and measured consistently and conscientiously.
- We don't have the staff resources to collect the data.
 - RESPONSE: Performance management team is here to help. Moreover, the proper performance measurement systems will generally save a larger portion of time that they would have spent correcting service problems down the road.

advance slide to "What Constitutes"

What Constitutes a Good Performance Measurement System?

In preparing meaningful performance measures, keep the following principles in mind.

Measures should be:

- Results-oriented - focused primarily on desired outcomes, less emphasis on outputs
- Important - concentrate on significant matters
- Reliable – accurate, consistent information over time



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- Useful - information is valuable to both policy and program decision-makers and can be used to provide continuous feedback on performance to agency staff and managers
- Quantitative - expressed in terms of numbers or percentages
- Qualitative - expressed in narrative data/stories from customers, such as focus groups or interviews. Qualitative data can be quantified, for example, when 8 out of the 10 customers you interviewed identified the same challenges in, for example, paying their water bill online.
- Realistic - measures are set that can be calculated
- Cost-effective - the measures themselves are sufficiently valuable to justify the cost of collecting the data
- Easy to interpret - do not require an advanced degree in statistics to use and understand
- Comparable - can be used for benchmarking against other organizations, internally and externally
- Credible - users have confidence in the validity of the data

advance slide to “What is Performance Management - Benefits”

The most powerful reason for measuring performance is that citizens are continually demanding more responsive and competitive government. In the quest for a consensus on services, service levels, service quality and cost, the need for sound information about the performance of services remains vital.

Benefits:

- Supports strategic planning and goal-setting [As we said, you can not know where you are going, unless you know where you are starting]
- Strengthens accountability [It allows teams to know where they are delivering results and if they are making strides toward their goals]
- Enhances decision-making [If certain metrics are where a team would like them to be, we can use the data to dig into why or what process changes can be made to be more efficient]
- Improves customer service and communication with citizens [It gives us tangible information to share on what work we are doing]



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- Assists governments in determining effective **resource** use [Knowing what specific pieces of the process are more efficient or need more attention can allow us to shift resources to better achieve goals]

advance slides thru other cities comparisons as each is explained

Overview of Other Cities

Scripted remarks to accompany slides:

To more concretely illustrate these benefits, let's take a closer look at how Performance Management is being successfully leveraged in other urban centers. As we share these examples, you'll notice how Performance Management is not a one-size-fits-all approach. Each city makes Performance Management serve their needs, and the same is true in Philadelphia. After sharing a few examples of the benefits of Performance Management in other cities, we'll specifically share how Philadelphia plans to use these tools as well.

Baltimore: Baltimore is a pioneer in performance management, they have had this program in their city government since 1997. The system that was implemented in Baltimore's city government has been used as a foundation to establish performance management systems in urban centers all over the United States. The goal of this program is to maximize personal accountability by requiring City agencies are to provide CitiStat analysts with metrics representing performance. By implementing this system properly, city governments were able to streamline the problem solving process and increase government efficiency. We hope to do the same in Philadelphia.

Kansas City: The next example I want to talk about is Kansas City, MO. In the past KC's city government was really disorganized, to the point that some departments would have no outside contact with any other departments. In 2011 the mayor wanted to build a more comprehensive picture of the city government and developed KCStat. This program is similar to the one we have here in Philadelphia in the sense that the overall focus of this initiative is to set measurable goals and use collaborative means to meet them. The mayor of Kansas City has stated that since the implementation of this program back in 2011 Kansas City has become a much stronger city.

Memphis: A real life example of performance management at work can be see in the city of Memphis. The issue at hand was the homicide rate, and the proposed solution to this problem was increasing the number of uniformed officers patrolling the streets, however after analyzing data related to homicides Memphis PD found there was no decrease in the rate of homicides



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after increasing the number of uniformed officers on the streets. By leveraging the data providing in the Performance Management system, the statistics revealed that the majority of homicides were related to issues surrounding domestic violence. By setting metrics and conducting data analysis Memphis PD were able to efficiently achieve goals that their department had set.

advance slide to PhillyStat/PerformancePhilly Comparison

PhillySTAT and PerformancePhilly Comparison

Scripted remarks to accompany slides:

As we have referenced, Philadelphia has tried to implement its own form of performance management in the past. During the Nutter administration *PhillyStat* was implemented to be Philadelphia's system for performance management. This public facing, city-wide initiative helped set the foundation for more data-driven thinking and planning, but was not entirely adopted or integrated across the city because the format was more department focused and less about specific, collective issues to be solved. Moreover, there was no active follow up or support to departments after the data presentations. Now we have *PerformancePhilly* which seeks to have department heads collaborate to ensure that any and all necessary support can be provided. This is not to put anyone in the spotlight for any shortcomings their department may face this is simply a data-driven practice with the intent of helping departments/programs serve people to the best of their possible abilities. This initiative will be supported by the Managing Director, the Chief Administrative Officer, and Director of Finance. However, this is not a top-down approach, each of the relevant department heads will select their own issue areas to focus on and through the use of *PerformancePhilly* and the dedicated collaborative meetings, will work in conjunction with these leaders to determine how to troubleshoot previously intractable problems.

advance slide to ball throwing slide

Why Learn about Performance Management?

Activity introductory remarks:

While the concept of performance management may seem straightforward, it can be difficult to apply it to our work here in Philadelphia. So we're going to do another activity which first requires us to break out into four groups.



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Scripted directions:

So, we're going to pass out instructions to each group for this activity. The task is a real task that members of city government complete in their day-to-day jobs. These tasks could include collecting trash, answering 911 calls, or processing accounting paperwork. Now, obviously, we cannot actually complete these tasks right now. So, we are going to represent completion of the task through a ball activity. When you receive your task, come up with a strategy to complete it. Each group will complete their task one at a time. As each group goes keep a mental note on what you think they did well or did not do well because we will have a quick discussion afterwards.

****Discretely give out instructions to groups. Announce to read instructions **SILENTLY** within the group. Make it clear groups are completing the **ball portion** of the task which is **representing completion of the city government portion** of the task.****

Objectives:

Group 1: Your task is, as a police officer, to close down Walnut Street from 10th Street to 12th Street. Complete this task by shooting the ball into the trash can.

Group 2: Your task is, as a member of the Streets Department, to dig up a hole in the street near the intersection of Walnut Street and 11th Street. Complete this task by tossing the ball as close to the trash can as possible, without it actually going in.

Group 3: Your task is, as a member of the Water Department, to repair a pipe in the street near the intersection of Walnut Street and 11th Street. Complete this task by throwing the paper ball as far as you can away from the trash can.

Group 4: Your task is, as a member of the City's Public Relations team, to distribute a press release about a water main break on Walnut Street. Complete this task by shooting a tennis ball into the trash can.

Concluding remarks (what was gained? what did we we learn through this?):

- Group 1, how well do you think group 2 did in completing their task? Group 2, how well do you think group 3 did?
- Let's all go around and share what our instructions told us to do.
- It is important to note that group 1 and 4 had the same objective, but used different resources.
 - This is similar to how departments can have the same goals in mind, but need to achieve those goals in different ways.



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- What were we trying to collectively accomplish in this activity?
- Were there any included departments that were not vital to fixing the water main break?
- What are some examples of other tasks across the city that require cross-departmental collaboration?
- All of those answers are great... it's no secret that there are some really important initiatives going on in the city right now. Especially as they relate to the Mayor's Pillars. Can anyone name any of the pillars?

advance slide to Mayor's pillars

- These pillars are going to transform the City in some really important ways. However, in order to be successful, we have to track our progress towards these shared goals at every step of that goal's completion. And sometimes that can be hard to do, right? If you see the water department throwing the ball as far away from the trash can as possible... it's easy to wonder what the heck they're doing. But when you have the full context, they're doing exactly what they need to be doing to fix the water main or fulfill that pillar. When each department has clear objectives and does what they are supposed to, we will be able to achieve as many of these pillars as possible.

advance slide to "Professional Development" slide

Professional Development

Activity introductory remarks:

So now that we have a broad 30,000 foot view of performance management, how it has worked in other cities, and how it has worked and is working in our city, we really would like to try to bring this home to the individual-level. One of the key competencies in the performance management workflow is identifying goals and then developing different data-driven strategies for working towards that goal. For example, **(((FLIP SLIDE)))** the streets department may have a goal to fill all reported potholes within 30 days. That is the goal. And the data-driven strategies to achieve that goal require the streets department to build out a process for having citizens report potholes (and of course the time/date of the initial report must also be recorded). Then there must be a method of communicating these reports to the action team. And then an accountability system to ensure the pothole is filled within 30 days. To ensure they meet their goal, we must also record the actual date/time the pothole is filled. Then, we can look at all of this data as a whole to see how many potholes met our goal, how many did not, and we can



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also consider what factors may have prevented us from achieving our goal in instances where we filled the pothole after 30 days.

Scripted directions:

So, if you remember, at the beginning of today's workshop, we had you write down your department and some goals for your department. What we are going to do now is have everyone exchange index cards so that no one is holding their own card. Then, we are going to go around your group circle. Each person will read the name of the department and the goal on their card. After someone reads what's on the card, have a discussion in your group about what type of data you would need to collect and what overall strategies you could explore as a department to track your progression towards achieving that goal. So one by one, read the card, have a discussion, then move to the next person. And we will be walking around to participate in the discussions as well. We will give you 15 minutes to have this discussion and will ask each pair/team to share at the end.

<<<PERHAPS DO A ROLE PLAY OF THIS ACTIVITY AS DONE EARLIER IN THE WORKSHOP>>>

Concluding remarks (what was gained? what did we we learn through this?):

Alright, so we heard some really good discussion there. Let's hear what thoughts people came up with together. [Go around table and have each pair share highlights]. What we hoped you learned from that exercise is how to identify goals in the context of your department and then develop data-driven strategies and systems for tracking your progression towards those goals.

Recap, Closing, and Next Steps

Concluding remarks:

We hope you learned a few things with us today. We want to keep you updated on what is coming up next in Performance Management and how you can stay involved. Across the summer and fall, The Office of Performance Management will be piloting *PerformancePhilly*. They will also be administering a resident survey to get perceptions about city services. Additionally, this training session will be offered for more staff members to get everyone's involvement in the Performance Management process.

If you've really enjoyed learning about Performance Management and want to stay involved, we encourage you to bring this energy to your team. Talk to your colleagues and team leaders about ways you can leverage performance management. To take it a step further, you could host this performance management workshop in your office if you think it would be beneficial.



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We have an accompanying facilitation guide and would be happy to support you in spreading the knowledge.

Thank you again for taking the time to join us today. The long term vision of this workshop is to use feedback we receive from you all to continually improve this curriculum so it can be used across the City. They is why we have administered the pre-and post-tests and will be distributing the post-test shortly. Before we do, I would love to go around the room and have everyone share one thing new they learned and any potential feedback of what they liked about today or what we could do differently. [Pick a place to start and go around room to share--write on flip board].

[In case folks are having a hard time thinking of things they learned you can remind them: If you remember, the first thing we did today was go over exactly what performance management is. As we learned, it's all about setting goals and then using data collectively as a team to work towards those goals.

We followed that up with an exploration of other cities' performance management strategies and tangible benefits that have been seen in other municipalities. Additionally, we discussed the ways Philly has explored this space with a comparison of PhillyStat and the new *PerformancePhilly*.

Then we did an activity through which we learned that sometimes we don't have the whole story and how we cannot make assumptions about a department's success or failure without learning about the context of their work.

And just now we had a great discussion in our small groups relating to how we can use data-driven strategies to pursue our departmental goals.]

Overall, it has been a great day and we are so so glad you all came out. Many thanks for coming, and we hope you all enjoy the rest of your summers.

Evaluation Explanation

Before participants leave, pass out post-evaluation for each individual to fill out

[We will be using this information to help improve future iterations of the training so encourage honesty and detail.]



Performance Management Training

Facilitator's Guide

Pre-Test

The following questions are to get you thinking about performance management for yourself, your department, and for the City of Philadelphia. We will reexamine some of these questions after the workshop.

Name: _____

City Department: _____

Performance/Work Goal: _____

I understand how performance management is utilized as a tool and practice with the government by setting workplace expectations, monitoring performance, and acknowledging good performance.

Strongly Agree Agree Neutral Disagree Strongly Disagree

A good performance management system must be results-oriented and comparable against other organizations while having both qualitative and quantitative measures of data.

Strongly Agree Agree Neutral Disagree Strongly Disagree

I understand how other cities around the United States are currently tracking data through performance based systems and utilizing performance management as a vital tool.

Strongly Agree Agree Neutral Disagree Strongly Disagree

I know why it's important to understand my department's short term and long term goals to understand our role in the larger goals for the City of Philadelphia.

Strongly Agree Agree Neutral Disagree Strongly Disagree



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Post Test

The following questions are to get you thinking about performance management for yourself, your department, and for the City of Philadelphia.

Name: _____

City Department: _____

Performance/Work Goal: _____

I understand how performance management is utilized as a tool and practice with the government by setting workplace expectations, monitoring performance, and acknowledging good performance.

Strongly Agree Agree Neutral Disagree Strongly Disagree

A good performance management system must be results-oriented and comparable against other organizations while having both qualitative and quantitative measures of data.

Strongly Agree Agree Neutral Disagree Strongly Disagree

I understand how other cities around the United States are currently tracking data through performance based systems and utilizing performance management as a vital tool.

Strongly Agree Agree Neutral Disagree Strongly Disagree

I know why it's important to understand my department's short term and long term goals to understand our role in the larger goals for the City of Philadelphia.

Strongly Agree Agree Neutral Disagree Strongly Disagree

This workshop was beneficial to the greater understanding of what performance management is and how it is being used as a tool for the City of Philadelphia.

Strongly Agree Agree Neutral Disagree Strongly Disagree

I would recommend this workshop to other colleagues and associates.

Strongly Agree Agree Neutral Disagree Strongly Disagree

If you have any additional feedback/suggestions for this workshop, please leave them below:

Performance Management Training

Welcome

As you enter, please complete the pre-test.



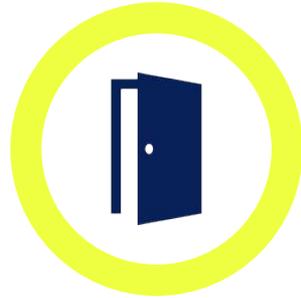
City of
Philadelphia

Performance Management Training



City of
Philadelphia

Welcome



Learning Objectives



1. Obtain an introductory understanding of performance management as a tool and practice
2. Understand the way performance management strategy differs across cities
3. Understand how Philadelphia is emphasizing the importance of follow-through with regards to performance management and the steps being taken to ensure sustainable performance management in Philadelphia
4. Develop the ability to establish short- and long-term goals in regards to the various departments participates work in and establish data-driven strategies to track the progression towards stated goals

Agenda

1. Welcome
2. What is Performance Management?
3. Overview of Other Cities
4. PhillyStat and PerformancePhilly Comparison
5. Why Learn About Performance Management?
6. Professional Development
7. Recap, Closing, and Next Steps



Introductions

Getting to Know You

- On the index card, write:
 - The name of your department
 - 1-2 goals for your department, such as:
 - Collect all the trash in zip code 19122 daily
 - Build out PreK availability for 1,000 Philadelphia children by Summer 2017
- In a moment, we will share: your name and your department or office



What is Performance Management?

Figure 1 Typical Performance Management Process



What is Performance Management?



Answers the questions:

- What is the goal?
- What was achieved?
- How efficiently was the work done?
- How were citizens helped by the effort?



What is Performance Management?



Logic Model helps us determine:

- What are our desired outcomes?
- Which performance metrics will help us measure these outcomes?

INPUTS	OUTPUTS	OUTCOMES		
What we invest	What we do (activities/strategies)	Short-term	Medium-term	Long-term
Staff Dollars Volunteers Materials Equipment Technology	Workshops Outreach Inspections Assessments Monitoring	Awareness Knowledge Attitudes Skills	Behavior Decisions Policies	Conditions: Safety Economic Social Environment Civic

What is Performance Management?



Skeptical? You're not alone.

Activity: Devil's Advocate

In small groups take turns being "naysayers" and "advocates".

- **Naysayers:** Play Devil's Advocate and think through why others might reject the benefits of Performance Management.
- **Advocates:** Do your best to defend Performance Management, explain why benefits outweigh expressed limitations.



What is Performance Management?



Skeptical? You're not alone.

You may think...

- You can't measure what I do.
- It's not fair because I don't have total control over the outcome or the impact.
- It will invite unfair comparisons.
- It will be used against me.
- It's just a passing fad.
- We don't have the data/we can't get the data.
- We don't have the staff resources to collect the data.



Performance Management does have limitations but these are far outnumbered by the benefits and advantages.

What Constitutes a Good Performance Measurement System?



- Results-oriented
- Reliable
- Useful
- Quantitative and Qualitative
- Realistic
- Cost-effective
- Easy to interpret
- Comparable
- Credible

What is Performance Management?



Benefits:

- Supports strategic planning and **goal-setting**
- Strengthens accountability
- Enhances decision-making
- Improves customer service & communication with citizens
- Assists governments in determining effective **resource** use

Overview of Other Cities

Baltimore

- Performance management is under the Mayor's Office, known as CitiStat
- Designed to maximize personal accountability by requiring City agencies to provide CitiStat analysts with metrics representing performance.
- As a result of its success, the CitiStat model has been adopted by local governments across the U.S. and around the world.



Overview of Other Cities

Kansas City

- Started a system called KCStat in 2011
- KCStat puts the measured indicators for outcomes, outputs and efficiency on display.
- This discussion allows the public to see the progress made toward the Business Plan goals. The public is invited to attend the monthly KCStat sessions.
- KCStat provides the opportunity to highlight KC's forward-looking approach for performance management



Overview of Other Cities

Memphis

- Memphis PD sought to reduce the number of monthly homicides.
- Therefore, increased the number of uniformed officers on the streets, but this did not result in a decline in the number of homicides.
- When the city looked at data related to homicides they discovered that the root cause of homicides were due to domestic violence related issues.





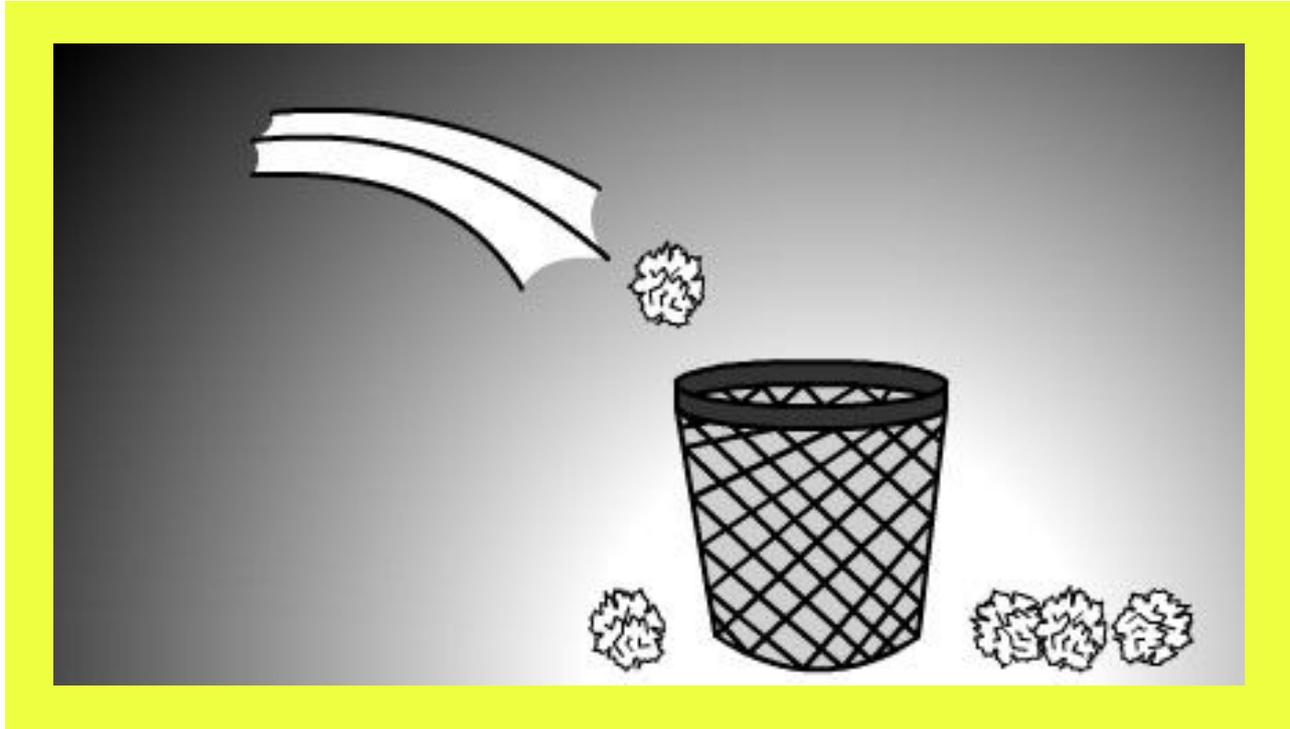
PhillyStat

- Department wide data presentation inclusive of all measures
- Public, televised
- Chaired by the mayor and managing director
- Lack of an action plan or follow up
- Focused more on the data the department put out rather than trying to understand the inner workings of a department

PerformancePhilly

- Focused on specific issues such as “children's after school services” (provided by multiple departments)
- Internal, not public
- Chaired by Managing Director, Chief Administrative Officer, and Director of Finance
- Focused on collaborative problem solving
- Action Plan at every session
- End game: Help departments/programs improve quality of service

Why Learn About Performance Management?



Mayor Kenney's Pillars

- Improve educational opportunities and outcomes for all of Philadelphia's children
- Improve economic opportunities for all Philadelphians
- Improve public safety for all Philadelphians while treating residents with dignity and respect
- Operate government efficiently and effectively
- Develop a diverse workforce that looks like Philadelphia and treat that workforce with respect

Professional Development



Putting it All Together

Group Activity:

- Swap index cards within your groups
- Discuss Departmental Goals
- Develop Performance Metrics
 - What type of data you would need to collect to track progress?
 - What overall strategies you could explore as a department to track your progression towards achieving that goal?

Activity Example

Department: Streets

Goal: Fill all reported potholes within 30 days

Data Drive Strategies:

- Build process to have citizens report potholes
- Record dates and time of all reports
- Communication method
- Accountability system

What Can We Do With This Data?

- See how many potholes met our goals
- See how many potholes we did not complete within our time period
- What factors helped/prevented us with/from completing our goal

What's Next - Summer and Fall 2016

Office of Performance Management

- Conduct test sessions of Performance Philly Process
- Administer resident survey to get perceptions about city services
- Offer additional introductory training sessions for staff



Training Participants – What you can do

- Host a performance management workshop in your office
- Engage colleagues and leadership in conversations about performance management
- Brainstorm ways about ways you could implement performance management

Thank You and Feedback

- We appreciate your time and hope you found our time productive
- We welcome the opportunity to receive any feedback or suggestions as we seek to continually improve this training in future iterations.

