

# PERFORMANCE MANAGEMENT ROUNDTABLE

## MEETING MATERIALS

1/30/08

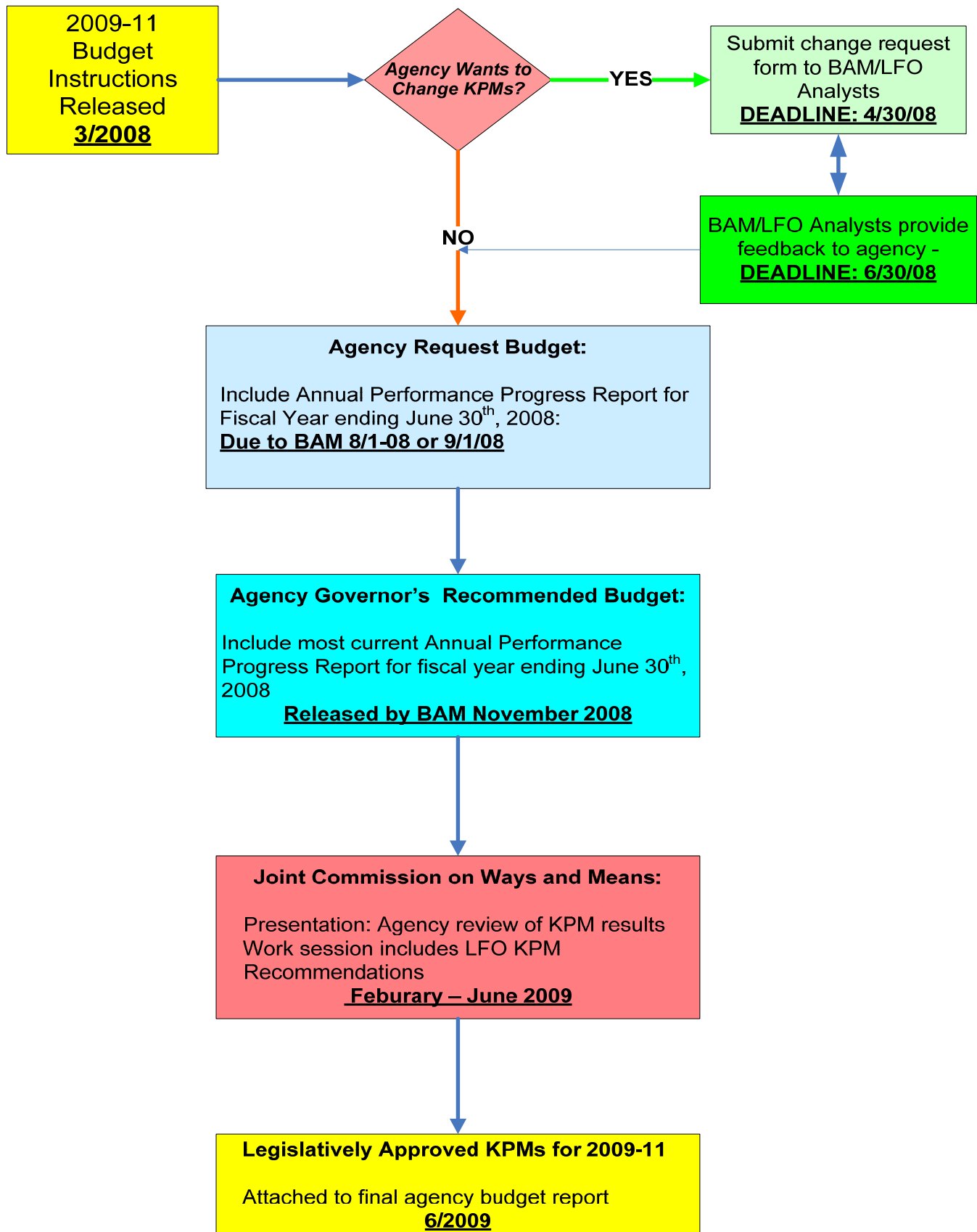
Department of Veterans' Affairs  
700 Summer Street NE  
Salem, Oregon 97301-1285  
9:30 AM—12:00 Noon



## Agenda

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Introduction and Welcome	9:30—9:45
Rick Gardner & Dawn Farr	
KPM Process Reporting Timetable Changes	9:45—10:15
Dawn and Rick	
New KPM Change Process	10:15—10:45
Dawn	
KPM System Automation Project	10:45—11:30
Rick	
General Discussion—Q & A	11:30—12:00



**Rationale:**

Historically the Legislature has been provided with details about all proposed changes to an agency's KPM (including wording changes, data adjustments, and methodological changes). This tends to focus the legislative discussion on the *mechanics* of a measure rather than on discussing and reviewing performance data, analysis and conclusions. To address this, parameters have been defined to categorize certain KPM modifications, such as wording changes, as being *mechanical adjustments*.

*These adjustments can now be made without legislative approval.*

**Mechanical KPM Adjustments - Description:**

There are generally three circumstances when it is appropriate to request a mechanical adjustment to an existing, legislatively approved KPM:

- ***Language modifications*** – defined as language adjustments that improve communication or understanding for what a particular measure actually measures. No change is made to the data history or data source.
- ***Data source modifications*** – defined as adjustments to data sources made as a result of factors outside the agency's control that do not significantly change the intent of a measure. For example, a measure includes three data components; one data component is no longer being published by a third party; the measure is easily recalibrated to be an index of just the remaining two components; and, the intent of what is being measured remains intact.
- ***Methodology modifications*** – defined as changes to a preliminary methodology for a **new** KPM (one not yet reported on) where the change ensures more reliable data without changing the original intent of the measure.

If your agency needs to make a mechanical adjustment, please make a formal request via e-mail and send the request to Rick Gardner, BAM Performance Management Coordinator with a copy to Dawn Farr, LFO Performance Coordinator.

***All mechanical adjustments must be approved by both your LFO and BAM Analysts; Rick/ Dawn will facilitate this process. Approved adjustments should be reflected in future Annual Performance Progress Reports with the adjustment documented in the "data source" section of the report.***

**Additions or Deletions of a KPM:**

As has been the process historically, the goal is to have Legislature **only** review and approve additions and deletions to an Agency's KPMs. Additions and/or deletions should be made in the following circumstances:

- ***Legislative request*** – the Legislature has asked an agency to propose a new measure in a specific area or delete a particular KPM.

- *Agency proposed additions* – agency identified new or improved KPM.
- *Agency proposed deletions* – agency requests deletion because an existing KPM is no longer appropriate due to shifts in priorities, data sourcing or methodological issues, or proposed improvements. An agency should request deletion of measures they wish to significantly modify, and request the addition of a proposed new measure.

If your agency plans to propose an addition or deletion to their KPMs, a process/form is being created for submitting this request to both your LFO and BAM Analysts (see system automation description in this series of handouts). The form will ask your agency to supply information similar to what was previously solicited the existing proposed change form:

- *Short Title* – measures language
- *Links* – measures links to agency goals, high-level outcomes, and Oregon Benchmarks
- *Rationale* – detailed explanation for why the addition/deletion is needed, and why the measure is an appropriate KPM
- *Data source* – description of the data source and methodology with sufficient detail to allow for external validation.
- *Data* – actual data and proposed targets, if available.

*Your agency only needs to complete this process/form if additions or deletions are proposed.*

**One form/field will be completed for each change request. Requests for KPM deletions/additions are due April 30, 2008.**

BAM and LFO Analysts will review your agency's request against a set of criteria and provide feedback to the agency. The criteria used will be slightly different (but in the whole inclusive) from what has been used in the past as the review only covers requested additions or deletions. Once this set of criteria is finalized, it will be made available to agencies.

Agencies can choose to make further modifications based on BAM/LFO feedback.

**The agencies final list of proposed KPMs for the 2009-11 biennium is due with the Agency Request Budget.**

## **Rationale:**

1. The current KPM reporting system is manual, paper-based and uses relatively unstable Word RTF templates which require considerable upkeep and significant effort for even minor cosmetic changes. The results are manual reports which invite little or no automated analysis and do not copy particularly well. Even linkages to Oregon Benchmarks must be done manually. Continuity when agency coordinators change is problematic; the learning curve is relatively steep.
2. The overall KPM reporting process is being overhauled in concert with aligning it to the budget schedule. Timing is tight, but this is the perfect opportunity to do it *once*, rather than in stages (like pulling a band-aid off slowly).

**Goal/Outcome:** The creation of a web-based, user-friendly electronic form interface reporting system (hosted on a new web page on the DAS website). The system will be based on the most recent iteration of Crystal Reports , with context-sensitive help and automatic report generation. The goal is to have basic functionality in place (including populating the system with Agency Mission, KPM language, data, etc.) by the April budget deadline for KPM change requests and fully functional in version 1.0 in time for submission of Agency Request Budget.

**Contingency:** KPM change request process can be done on a physical form, and information entered into the system by DAS personnel.

**Time Frame:** Short (April for KPM changes, June for APPR submissions).

**Transition:** Unlike the last time, when a cosmetic change in the system required each agency to basically reconstruct their entire base ... if the IT fates are kind, this transition should be relatively simple, cutting and pasting into an E-form document. First, the basic information will be already in the system (including charts and data) and users will only need to cut and paste narrative, and update data.

In concert with a somewhat simplified process you will have two basic interfaces: a request form for significant KPM changes (delete, delete/add), and an Annual Reporting format, that once constructed will be very simple to update for each reporting cycle.

## **System Features We Really Hope We Will Get**

1. Basic agency information and currently approved KPM's pre-entered for user convenience.
2. WYSIWYG screen-to-print continuity
2. Design (look and feel) parity of hard copy printouts with current revised system forms.
3. Password limited access levels (administrator, user, etc.).

4. “*What do you want to do?*” interface option-branching for various functions within the system and user prompts and error messages (“You have not entered X, do you wish to do so?”).
6. Expandable narrative sections tied to KPM number and successively paginated in reports.
7. Expandable narrative section allows inserting graphs and other objects, in addition to text.
8. Support for additional data graphs and alternative types of graphs.
9. Email distribution fields (selection) for transmitting reports (intra – inter).
10. New KPM numbering system conversion: Assigning permanent code for each current KPM (current agency number) – year of inception – 2 digit KPM ID number, as well as sequenced number field in each report (so there is a consecutive reference number field in addition to the permanent identification number). Initial conversion report establishes new permanent numbering convention (automatically generated).
11. Subsequent system upgrades and modifications can be made without requiring information re-construction/entry by agency (e.g. cosmetic changes).
12. Variety of reporting form options beyond those strictly required by the system (e.g. “show all KPM’s with “minority” in title)
13. Controlled (read only) electronic access of Legislatively Approved agency KPM reporting to public (no access to other functions or reports).
14. Fields to allow user and/or administrator selected linkages to Oregon Benchmarks and system defined areas (to help align KPM’s addressing similar outcomes).

**Mea Culpas:** We know that typically a series of extensive system changes like this would be spread out over a significant period of time, with opportunities for face-to-face participation. Linking the KPM process to the 2008 established budget timetables does not allow this in any formal manner ... BUT, we would certainly like to hear from you about your concerns, issues, and wish lists via the telephone or email.

It is important to remember that once constructed, making changes in an electronic system will have fractional impact on users, compared to paper forms.