

Planning for Performance

DFM Strategic Planning Training
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Making a measurable difference

Agenda

- ① Why
- ② Terminology
- ③ What every plan must do
- ④ Planning Elements
- ⑤ Performance Measures

Why Plan?

- 5 reasons to do strategic planning
- Exercise

Without Planning

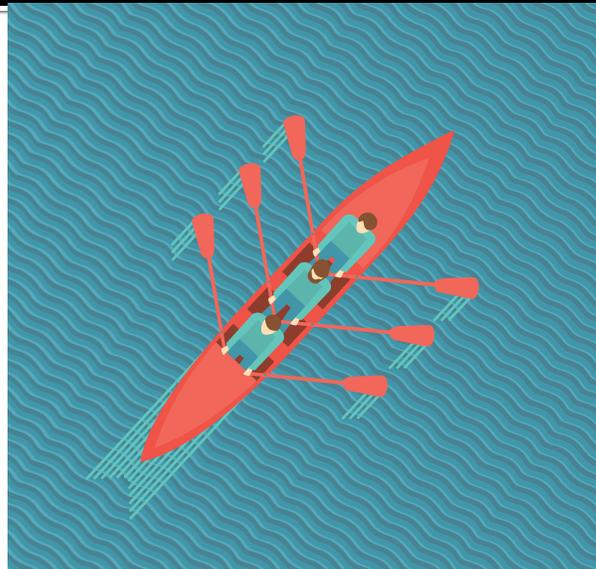


Without Planning

- If you don't know where you are going, any road will get you there.
 - Lewis Carroll, Alice in Wonderland



With Planning



With Planning

- Clear results lead to clear action
 - Change the culture, Change the game
 - Roger Connors and Tom Smith

Planning

- Essential
- Customized
- Adaptable
- A long term investment
- Part of Quality Management

Planning

- Must be accompanied by commitment and action



Planning is not:



Why Plan?

- "Plans are nothing. Planning is everything."
 - Supreme Allied Commander in World War II, General Dwight D. Eisenhower

- What is a good strategic plan? There is none. But there is a good strategic planning process."
 - Management Guru and Author Tom Peters

2. Terminology

- So many planning terms
- Exercise

Terminology

- Which ones are right?
 - Code
 - DFM guide
 - Your job is to make it compelling, essential, and effective

3. Fundamentals

- Any strategic planning methodology essentially answers these questions:
 1. Who are we?
 2. Where are we?
 3. Where do we want to be?
 4. How do we get there?
 5. How will we measure our progress?

Fundamentals

Fundamental Questions	Required Elements
Who are we?	Comprehensive Outcome-Based Mission Statement <i>or</i>
Where do we want to be?	Comprehensive Outcome-Based Vision Statement
How will we get there?	Goals Objectives/Tasks
How will we measure our progress?	Performance Measures Benchmarks/Targets
Where are we?	Key External Factors

4. Planning Elements

- Mission
- Vision
- Goals
 - Objectives
 - Performance Measures
 - Benchmark/Targets
- Key External Factors

Mission

- Who are we?
 - Broad statement of purpose
 - What do we do?
 - Who do we serve?
 - How do we do it?
 - How are we unique?

Mission

- Frames responsibilities, priorities and actions
- Free of jargon and acronyms
- Clear
- Memorable
- Concise

Mission

- Is this a good mission statement?
- Exercise

Vision

- Where do we want to be?

Vision

- Build a reliable automobile that is so affordable that every working man could have one in his garage
 - Henry Ford



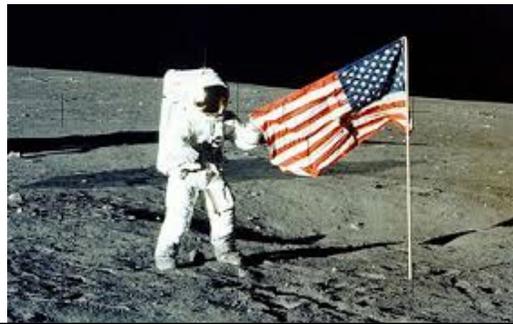
Vision

- A computer on every desk, in every home.
 - Bill Gates



Vision

- Send a man to the moon and return him safely back to earth within this decade.
 - President John F Kennedy



Vision

- Appeal to the Heart – compelling
- Strengthens/unifies organizational culture
- Guides decisions, priorities, goals
- Tangible – outcome based
 - Can see what it looks like when its done

Vision

- Washington's state parks will be cherished destinations with natural, cultural, recreational, artistic, and interpretive experiences that all Washingtonians enjoy, appreciate, and proudly support.
 - Washington State Parks

Vision

- Virginia Employment Commission:
Virginia's first choice for Workforce Services

Vision

- Louisiana features a vibrant, balanced economy; a fully engaged, well educated workforce; and a quality of life that places it among the top ten states in which to live, work, visit and do business.
 - *Louisiana: Vision 2020*, State of Louisiana Master Plan for Economic Development

Mission and Vision

- Mission and vision statements intertwined?
- The aim is to give clear direction and hopefully inspire a dream.
- Values



Vision

- Do you have a Vision?
- Or do you just have a Vision Statement?

Vision

- If you were doing
 - The best version of your work possible, and
 - Providing the best possible outcomes for your customers
- What would that look like?

Vision

- Exercise
- Is it compelling?
- Would you recognize it when it's done?
- Suggestions?

Goals

- How will we get there?



What's blocking us?

- This plan will end up on the shelf
- We already do our work well
- We are short staffed
- They don't understand us
- We can't influence what we can't control
- We already tried that
- There is not enough funding
- Management won't support this
- Management needs to tell us
- We have a high turnover rate
- We are too busy already
- We'll do all this work and nothing will happen

Goals

- Where are we?
 - We need to understand our current reality in order to effectively move forward
 - Many approaches
 - Environmental Assessment
 - Key External Factors
 - Strengths, Weaknesses, Opportunities, Threats
 - Historical Scan
 - Situation Analysis

What's blocking us?



Facilitated Planning, ICA Associates

What's blocking us?

- One Element of Vision: Fair and Functional Funding
 - *What is stopping us from achieving our vision?*
 - Lack of funding
 - Reimbursement is budget-based not needs-based
 - Costly for staff
 - Stagnant funding and cuts
 - Based on budget not needs
 - No other funding source
 - High cost of insurance
 - Rates don't cover cost of service
 - Low pay for staff
 - High turnover
 - No ability to perpetuate quality service and outcomes

What's blocking us?

- We have not clearly and effectively communicated the value, costs, and cost-benefits of our services in terms that assist decision-makers

Goals

Fair and Functional Funding

Generate a shared understanding among decision-makers about the cost-benefit of our services

What are the costs and value of our services? How can we assist decision-makers?

What's blocking us?



**“WE ARE CREATING AT THIS
MOMENT WHAT OUR TOMORROW
WILL BE”**

Goals

- Grounded in today's reality
- Challenging
- Impactful
- Moves you forward
- Will change over time as you achieve them

Goals

- To continue to provide customer service
- To conduct one seminar in every institution each year
- To maintain our ...

Goals

- Increase successful re-entry of youth released from the Department of Juvenile Justice's correctional centers
- Improve health outcomes for the people of New Mexico
- Build Faculty Excellence

Objectives

- Build Faculty Excellence
 - Objective:
 - Close the gap with our peer median by half over the next five years by recruiting top tenure-track faculty over and above the number needed to offset retirements and academic turnover.

Objectives



Objectives

Fair and Functional Funding

Generate a shared understanding among decision-makers about the cost-benefit of our services

Objective 1: By X date 20% of our relevant decision-makers demonstrate an increased understanding of the cost/benefit of our services

Task: Produce Cost/Benefit Analysis

Planning for Performance

- “If you want to build a ship, don’t drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.”
 - Antoine de Saint-Exupery



5. Performance Measures

- What difference does it make?
- Which are the best 10?

Performance Measures: RBA

	Quantity	Quality
Effort	How much did we do? #	How well did we do it? %
Effect	Is anyone better off? #	Is anyone better off? %

Performance Measures

Baseball		
	Quantity	Quality
Effort	Number of hits Number of games played	Batting average Attendance per game
Effect	# of games won # of years in post season	% of games won % of years in post season

Performance Measures

Road Maintenance

	Quantity	Quality
	How much did we do?	How well did we do it?
Effort	# of road miles maintained	% of maintenance completed on schedule
	Is anyone better off?	Is anyone better off?
Effect	# of accidents	Rate of accidents per mile

Performance Measures

Education

	Quantity	Quality
	How much did we do?	How well did we do it?
Effort	# of students	Student-teacher ratio
	Is anyone better off?	Is anyone better off?
Effect	# of high school graduates	% of high school graduates

Performance Measures

	Quantity	Quality
Effort	How much did we do? # Most control Least important	How well did we do it? %
	Is anyone better off?	Is anyone better off?
Effect	#	% Least control Most important

Performance Measures

Drug/Alcohol Treatment Program		
	Quantity	Quality
Effort	How much did we do? # of persons treated	How well did we do it? % of staff with training/certification
	Is anyone better off?	Is anyone better off?
Effect	# of clients off of alcohol and drugs - At exit - 12 mos after exit	% of clients off of alcohol and drugs - At exit - 12 mos after exit

Performance Measures

GOAL		
	Quantity	Quality
Effort	How much did we do? # customer served # activities	How well did we do it? % Common measures (workload ratio, staff turnover, staff moral, training levels, worker safety, unit cost, customer satisfaction) % Activity specific measures (actions timely and correct, customers completing activity, actions meeting standards)
	Is anyone better off? # Point in time vs. two point comparison measures	Is anyone better off? % Skills/knowledge % Attitude/opinion % Behavior % Circumstance

Performance Measures

- Our measures can be in conflict
- Requires balance/common sense

Performance Measures

Human Service Transportation

	Quantity	Quality
Effort	How much did we do? 100 rides	How well did we do it? \$1.00 per ride <i>The cheaper the ride the more efficient the service</i>
	Is anyone better off? # 100 riders	Is anyone better off? 10% <i>If we leave out people with disabilities and people in rural areas in order to drive down the cost per ride, we are not being effective</i>
Effect		

Performance Measures

Enhance return to work efforts for injured workers struggling with increased barriers due to the ongoing weakened economic conditions

	Quantity	Quality
Effort	How much did we do? #	How well did we do it? %
	Is anyone better off? #	Is anyone better off? %
Effect		

Idaho Industrial Commission

Performance Measures

Improve the processes and increase the options for re-integration of adult learners, including veterans, into the education system

	Quantity	Quality
Effort	How much did we do?	How well did we do it?
Effect	Is anyone better off?	Is anyone better off?

State Board of Education

Performance Measures

Maintain and improve surface and groundwater quality in Idaho

	Quantity	Quality
Effort	How much did we do?	How well did we do it?
Effect	Is anyone better off?	Is anyone better off?
	#	%

Department of Environmental Quality

Performance Measures

Which 10?

	Quantity	Quality
Effort	How much did we do? # Most control Least important	How well did we do it? %
Effect	Is anyone better off? #	Is anyone better off? % Least control Most important

Benchmarks/Targets

- Measure the expected, planned or intended result for a specific performance measure



Benchmarks		Baseball	
	Quantity	Quality	
Effort	Number of hits +6 per game Number of games played +1	Batting average + .3 Attendance per game + .1	
Effect	# of games won + 2 # of years in post season +1	% of games won + .2 % of years in post season + .5	

Benchmarks		Baseball				
PM		FY 2012	FY 2013	FY 2014	FY 2015	Current Year
# of games played	actual	15	15	17	18	
	benchmark	15	15	15	15	15
% of games won	actual	.10	.25	.60	.90	
	benchmark	.50	.50	.75	.85	1.00

Planning for Performance

- Effective performance is preceded by painstaking preparation
 - Brian Tracy



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