

Activity Inventory Performance Measure Assessment Briefing

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The Mandate

- The Office of Financial Management (OFM) shall . . .
“Regularly conduct reviews of selected activities to analyze whether the objectives and measurements submitted by agencies demonstrate progress toward statewide results.”
(RCW 43.88.090(3) and (4)(a)).
- How compelling is the story of agency performance in OFM’s performance measure tracking system (PMT)?
 - Are agencies measuring and reporting enough, or too much, of the right things given the interests of a budget/policy audience?
 - How well do submitted performance measures conform to standards of understandability, relevance, timeliness, comparability, reliability, and cost-effectiveness?
 - Are they achieving their stated targets?
 - What does analysis of the data suggest about future performance?

Who's the Assessment Customer?

Primary Customers

- Agency budget, performance, management, & strategic planning staff
- OFM budget staff
- Agency management
- Executive policy staff
- GMAP consultants

Other Consumers

- Interested legislators
- Performance Auditors
- Watchdog and Special Interest Groups

**Completed assessments are posted to the OFM performance web portal:
www.ofm.wa.gov/performance**

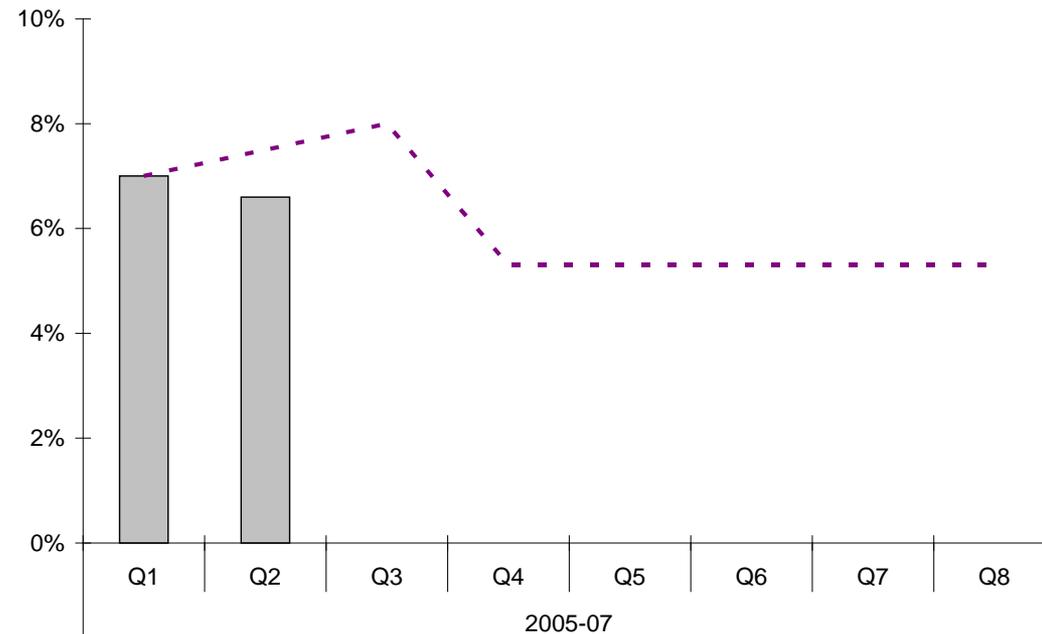
Common Problems with Budget Activity Measures in PMT

- Output counts without relevant process/outcome measures
- Budget activities not linked to any performance measures
- Little or no data
- Bad titles (Jargon, Objectives, Targets, etc.)
- Relevance to Budget Activity not clear
- Targets vs. Estimates
- Reporting Frequency/Timeliness
- Separate measurement systems (Budget, GMAP, Strategic Plan, Federal Reports, Website, etc.)

Budget Activity

C017 – Community Mental Health Prepaid Health Services

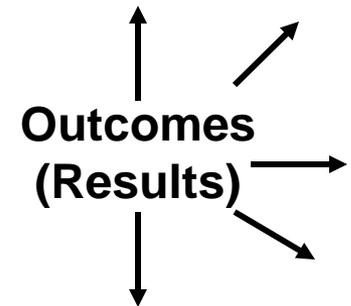
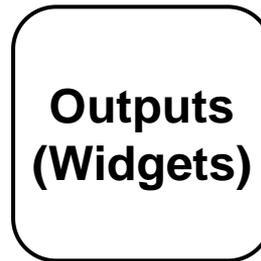
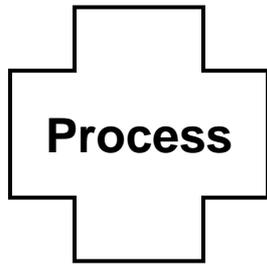
Increase to and Maintain the Mental Health Medicaid Penetration Rate at 10%



Why is this so Difficult?

Agency Span of Control

Budget/Policy Interests



Funding/Staffing
Efficiency/Unit Cost
Cycle Time/Work Time
Error Rates
Emphasis

**What Typically Gets
Reported
(So what?)**

Who Does What & How Much?

OFM

- Meet with agency staff & answer questions about the assessment
- Research agency strategic plan, budget activity inventory, web site, GMAP presentations, etc.
- Analyze data
- Write the draft assessment
- Consult with/train agency staff on the draft assessment
- Make corrections and edits to assessment
- Post assessment to OFM website
- Follow-up on improvements with agency staff over the next year

Agency

- Schedule and host two meetings (Kick-off & draft feedback)
- Provide contact to answer questions or provide more data
- Review and edit the draft assessment
- Add contextual comments to performance questions, and draft an implementation plan for making the suggested improvements
- Follow up on improvements with OFM staff over the next year

Performance Measure Assessment Structure

Part 1 – Summary Comments

Executive Summary

- The agency has done a good job selecting relevant subject matter for these budget activity performance measures.
- Six of the ten performance measures show abnormal variation patterns that indicate something has changed in the underlying processes being monitored. In these instances, it is always a good practice to make a comment in the footnotes about whether the change was something caused by the agency or something from the outside that is affecting the measurement data.
- There are a few instances where the current data patterns are stable and not changing, but the results are not capable of meeting or exceeding the stretch targets indicated. In these instances, it is a good idea to make note of any initiatives aimed at changing and improving the underlying processes.
- The agency is commended for having enough data in all instances to perform some analysis. However, the most recent actual data entered into the Performance Measure Tracking System (PMT) is at least 4 quarters old at the time of this assessment.

Specific Opportunities for Improvement

Budget Activity Number and Title	Measures	Improvement Suggestions
A001 – Build Participation in the Arts	2100 – Number of individuals participating in WSAC funded arts organizations activities 3100 – Percent of WSAC funded arts projects that include an underserved population	Measure 2100 would benefit from a quarterly reporting frequency instead of its current annual one.
A002 – Local Arts Organizations	2200 – Number of artists participating in arts organization programs funded by the Washington State Arts Commission 2100 – Number of individuals participating in WSAC funded arts organizations activities	Both of these measures would benefit from a quarterly reporting frequency instead of its current annual one.
A003 – Public Art	1100 – Number of artworks acquired in the Washington State art collection 3200 – Number of artworks in the State Art Collection receiving conservation services 3400 – Percentage of artwork acquisitions rated good/excellent by local community representatives 3300 – Percentage of artworks in the State Art Collection inventoried with current condition and location information	Measures 3200 & 3300 which relate to the inventorying and conservation of artworks in the current Washington State collection are the most relevant topics. The measures relating to the number of artworks acquired and the rating of their quality are more appropriate as internal agency measures. The agency should consider reporting the percent of the current collection that meets the standards of the Arts Commission for conservation and preservation.
A004 – Support the Arts as Basic Education	4300 – Funds leveraged by WSAC arts education grants 4200 – Number of K-12 teachers who learn techniques for teaching arts concepts through WSAC arts education grants 4100 – Number of students receiving high quality, standards-aligned arts instruction through WSAC arts education grants 4400 – Percent of WSAC grants awarded to primarily fund educational programming	The titles for measures 4100 and 4200 should be shortened. Given the way the data and targets are displayed in measure 4400, it is difficult to understand whether it is desirable or not to have more grants awarded to primarily fund educational programming.

Budget Activity Measure Qualitative Evaluation Summary

Budget Activity Number & Title	Evaluation Criteria						
	Relevance	Understandability	Comparability	Timeliness	Consistency	Reliability	Performance
A001 – Address Confidentiality Program	Yellow	Green	Yellow	Yellow	Yellow	Green	Green
A002 – Administrative Activity	Red	Red	Red	Red	Red	Red	Red
A003 – Agency Information Technology	Red	Red	Red	Red	Red	Red	Red
A004 – Apostillos Program	Yellow	Green	Yellow	Yellow	Yellow	Green	Green
A005 – Assistance to Local Libraries	Yellow	Green	Yellow	Yellow	Yellow	Green	Green
A006 – Certification and Training	Red	Green	Yellow	Yellow	Yellow	Green	Green
A007 – Certification Authorities Registration	Red	Yellow	Green	Yellow	Yellow	Green	Green

Meets or Exceeds OFM Expectations

Marginally meets OFM Expectations

Needs Improvement to Meet OFM Expectations

Evaluation Criteria Definitions	
Relevance	Useful to a budget/policy development audience in assessing the level of accomplishment
Understandability	Clear, concise, and easy for a non-expert to understand
Comparability	Do the data, targets, and footnotes provide the reader with enough context to tell whether performance is getting better, worse, or staying the same?
Timeliness	Is the data current and reported frequently enough to be of value in assessing accountability and making decisions?
Consistency	Is the data collection method standardized and is the operational definition for data calculations adhered to?
Reliability	Is the information verifiable, free from bias, and a faithful representation of what it purports to represent?
Performance	Is actual performance in reference to the stated targets getting better, worse, or staying the same over time?

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Agency Comments and Reactions

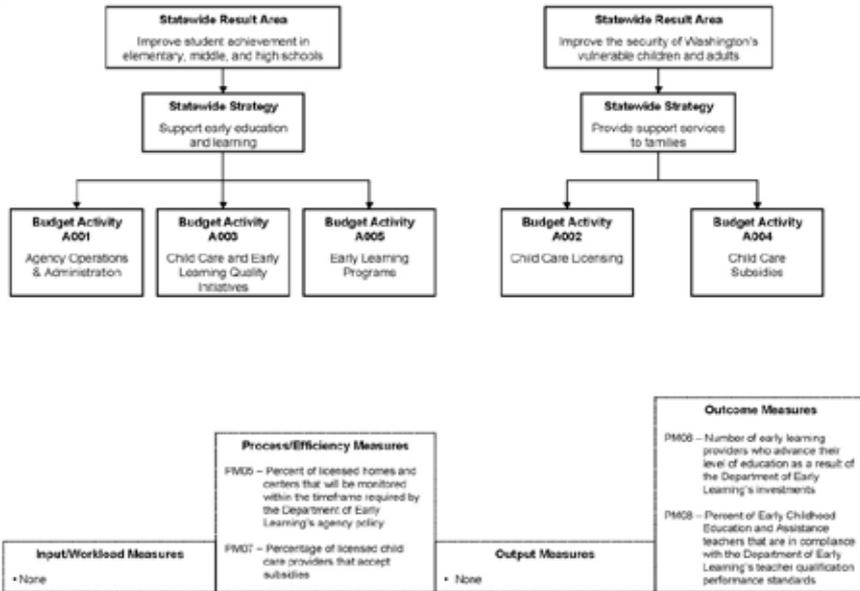
We agree the agency currently has too many activities and performance measures and will be looking at consolidating and/or eliminating some. The annual reporting cycle is necessary for some of our measures, but not all and we will look at changing to quarterly reporting on those measures it would apply to. In addition, the data is cumulative for some measures so we will look at changing the reporting if it would display better.

It was very helpful to have a review by someone outside of the agency to suggest improvements and we look forward to streamlining and improving the agency's budget activities and published measures before the next biennial budget cycle. See additional comments in red on the slides following.

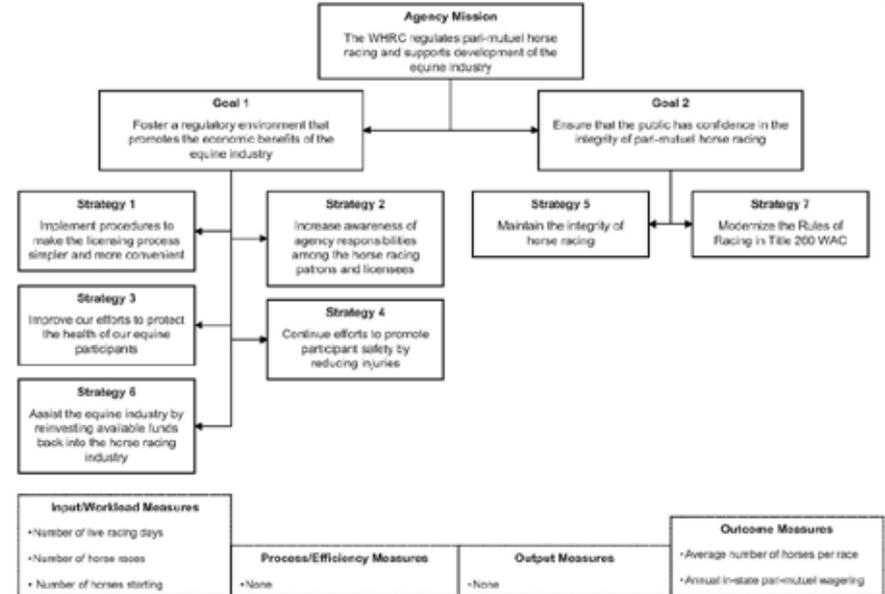
Performance Measure Assessment Structure

Part 2 – Linkages & Measurement Perspectives

Alignment Overview – Budget Activity Structure



Alignment Overview – Agency Strategic Plan Structure

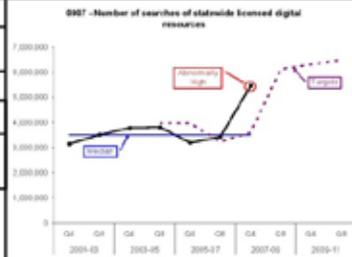


Performance Measure Assessment Structure

Part 3 – Detailed Performance Measure Critique

Budget Activity and Measure Critique		
Budget Activity Number & Title: A005 – Assistance to Local Libraries		
Budget Activity Summary: Administers the Library Services and Technology Act (LSTA) funds – administers the LSTA grant		
Related Performance Measures		
Number & Title	Type	Analysis Comments
0007 – Number of searches of statewide licensed digital resources	Input - Workload	The actual data patterns were stable and predictable until the 4 th quarter of 2007-08.
OFM Assessor Comments: Abnormally high/low spikes in data are usually caused by some change in the underlying process. What is not known is whether that change was something caused by the agency or something in the environment. What changed in the underlying process?		
Agency Contextual Comments:		

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Budget Activity and Measure Critique		
Budget Activity Number & Title: A001 – Department of Services for the Blind Administration		
Budget Activity Summary: Staff provide administrative support and management for the Department of Services for the Blind. Functions include: budget and accounting, personnel, training, and information technology. Also includes support for the State Rehabilitation Council for the Blind.		
Related Performance Measures		
Number & Title	Type	Analysis Comments
3FA0 – Ratio of dollars allocated to direct services over dollars allocated to support services in the Department of Services for the Blind	Process	The abnormally large drop between the 4 th and 5 th quarters of 2005-07 usually indicate something changed in the underlying process. Since the current targets are almost identical to the median value of the actual data, it is likely the process will hit its targets roughly 50% of the time in the future.
OFM Assessor Comments: Most audiences find ratios difficult to interpret. The agency should consider adding some context in the footnotes to explain whether more or less is better and why, or change the measure to report the percent of dollars allocated to direct services.		
What caused the drop between the 4th and 5th quarters in 2005-07?		
Agency Contextual Comments: It appears that the abnormal drop can be attributed to differing interpretations of the measure by different staff. DSB will revise this measure from an expenditure ratio to direct services as a percentage of total expenditures.		

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Contact Information

Please contact OFM Performance Assessor for . . .

- Copies of completed assessments
- Answers to questions about assessments
- Requesting an assessment of your agency's performance measures
- Consulting or training about performance measurement, logic models, etc.

Get information, examples, and background at www.ofm.wa.gov/performance

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