
Virginia's Key Performance Measures Project: Status and Next Steps

Presentation for:

Agency Head Meeting

Governor's 4 Objectives For Key Measures

Limited Number of Measures

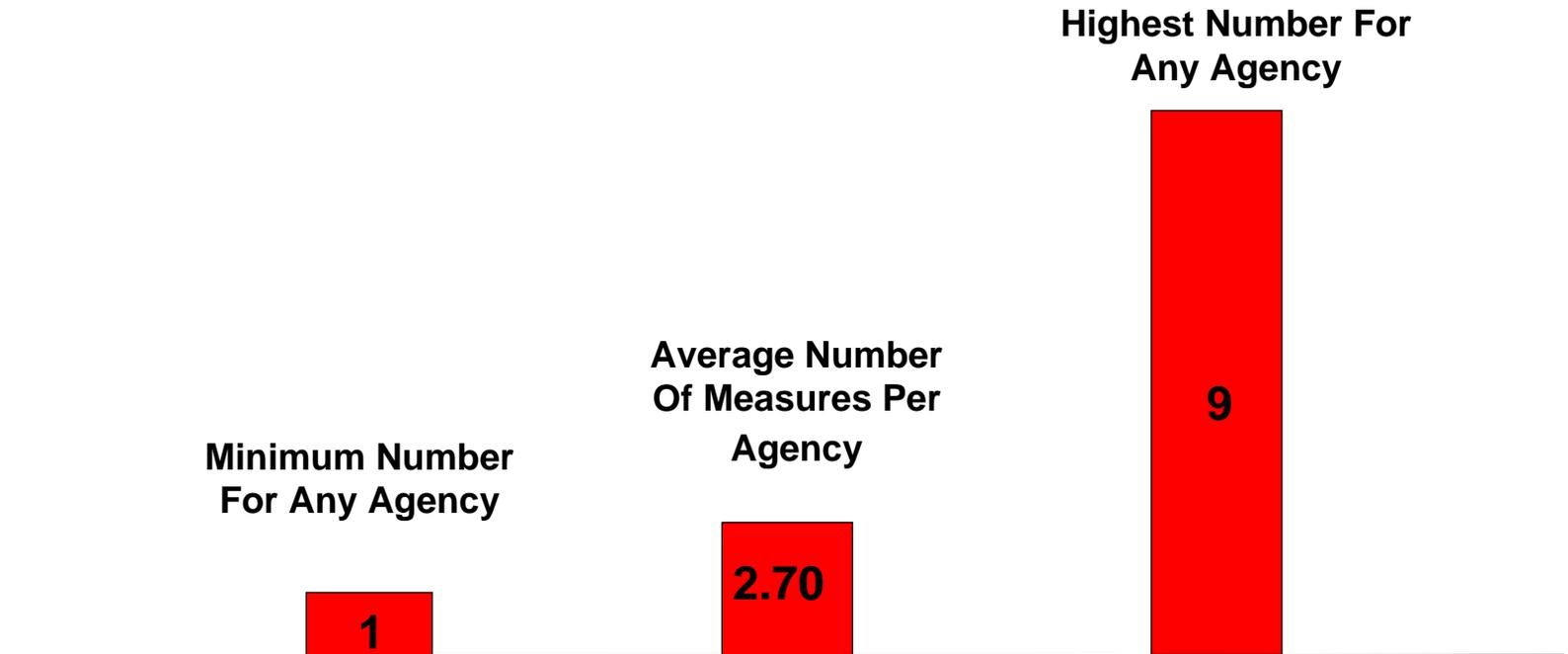
Focused On Outcomes

Reliable Reporting

Performance Against Stretch Targets

On Average Agencies Have Established Just Over Two Key Measures

- There are 79 agencies and/or units of state government in the performance management system
- Combined these entities reported a total of 214 core measures



Governor's Objectives For Key Measures

Limited Number of Measures

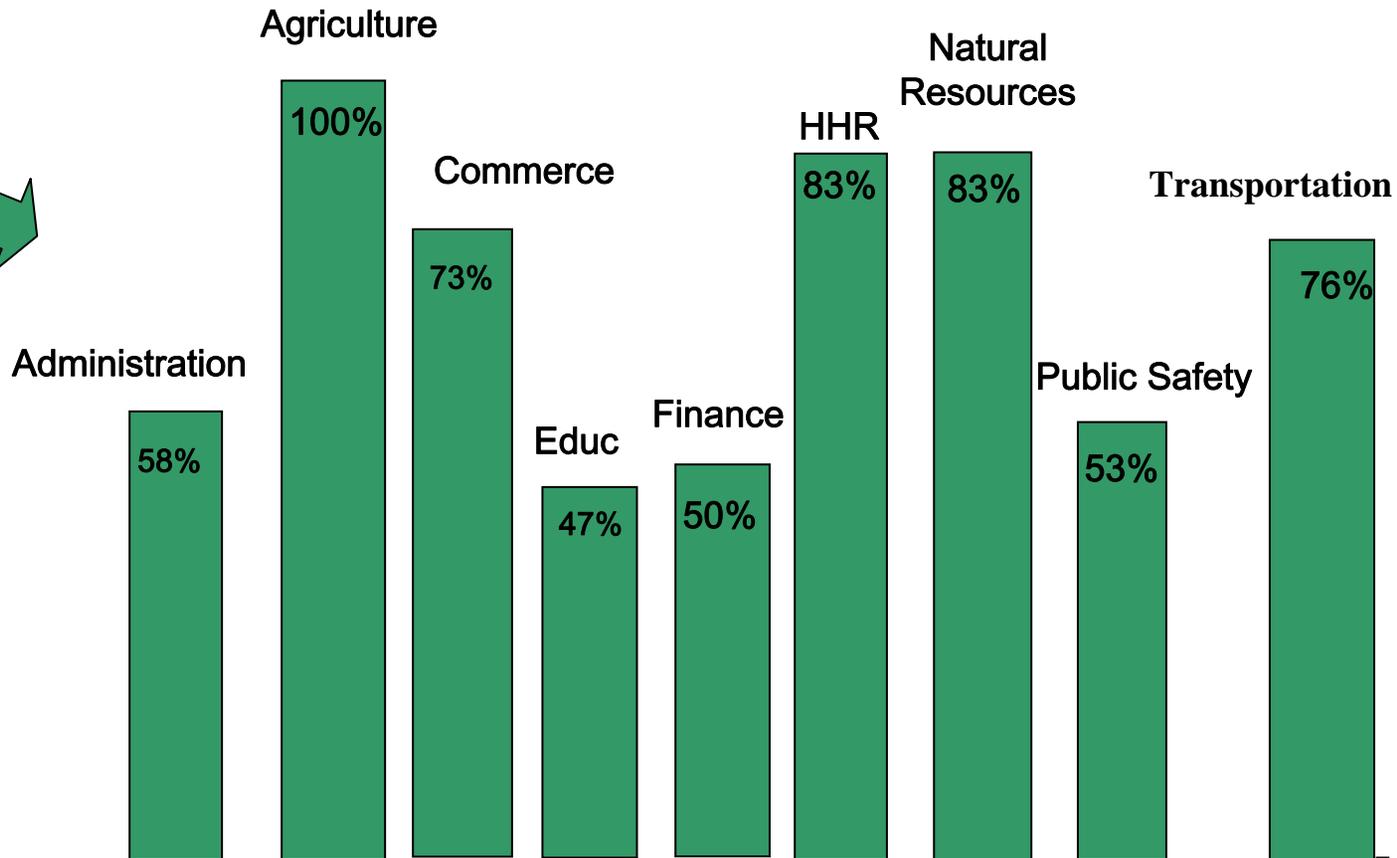
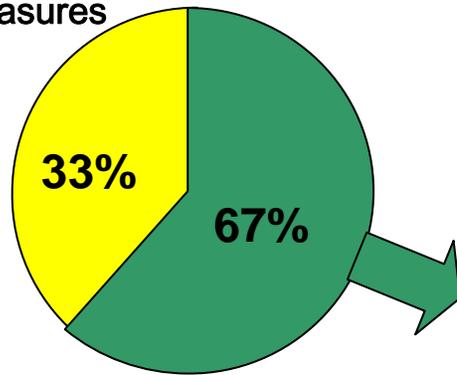
Focused On Outcomes

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Performance Against Stretch Targets

More Than Two-Thirds Of The Measures Are Outcome-Based

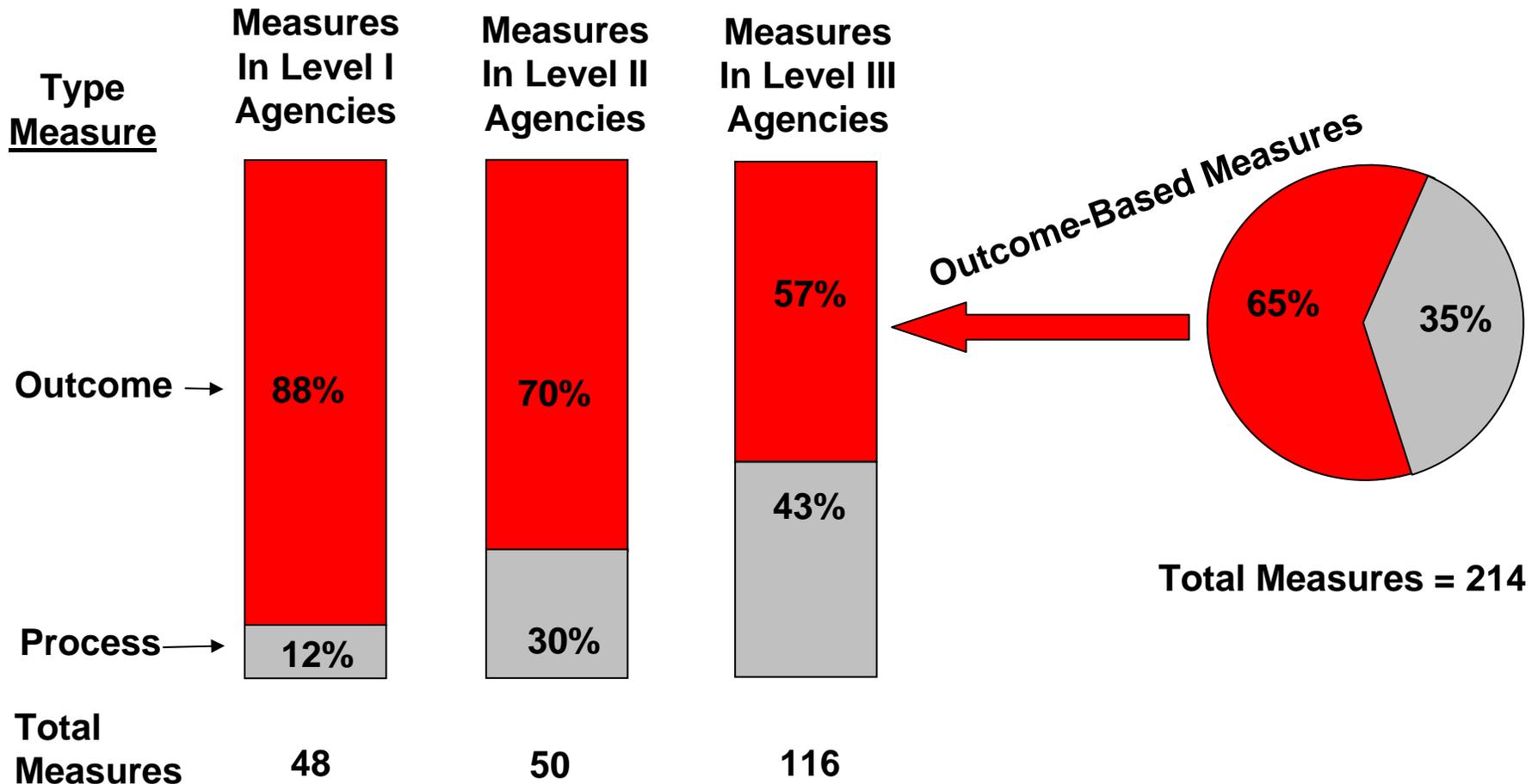
Magnitude of Outcome Based Measures By Secretariat



Total Key Measures
Statewide = 214

Note: There are five key measures in Technology and all are outcome based.

Larger (Level I) Agencies Have Been More Successful In Shifting To Outcome-Based Measures



Note: List of “agencies” included some entities that are only agencies in the technical sense.

Governor's Objectives For Key Measures

Limited Number of Measures

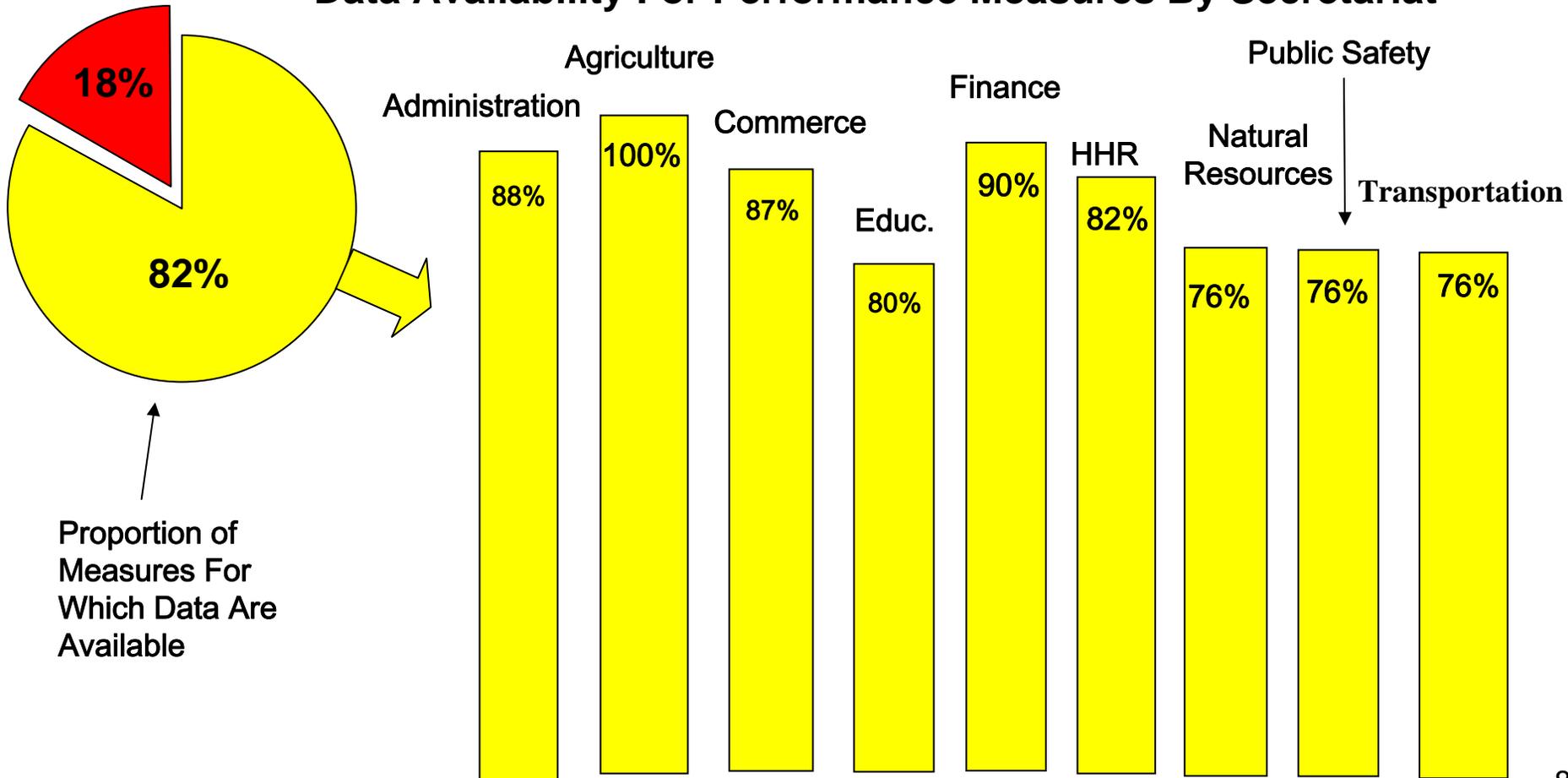
Focused On Outcomes

Reliable Reporting

Performance Against Stretch Targets

Performance Data Are Currently Available For Just Over Eighty Percent of All Measures Statewide

Data Availability For Performance Measures By Secretariat



Note: Data are available for 40 percent of the Technology measures.

Governor's Objectives For Key Measures

Limited Number of Measures

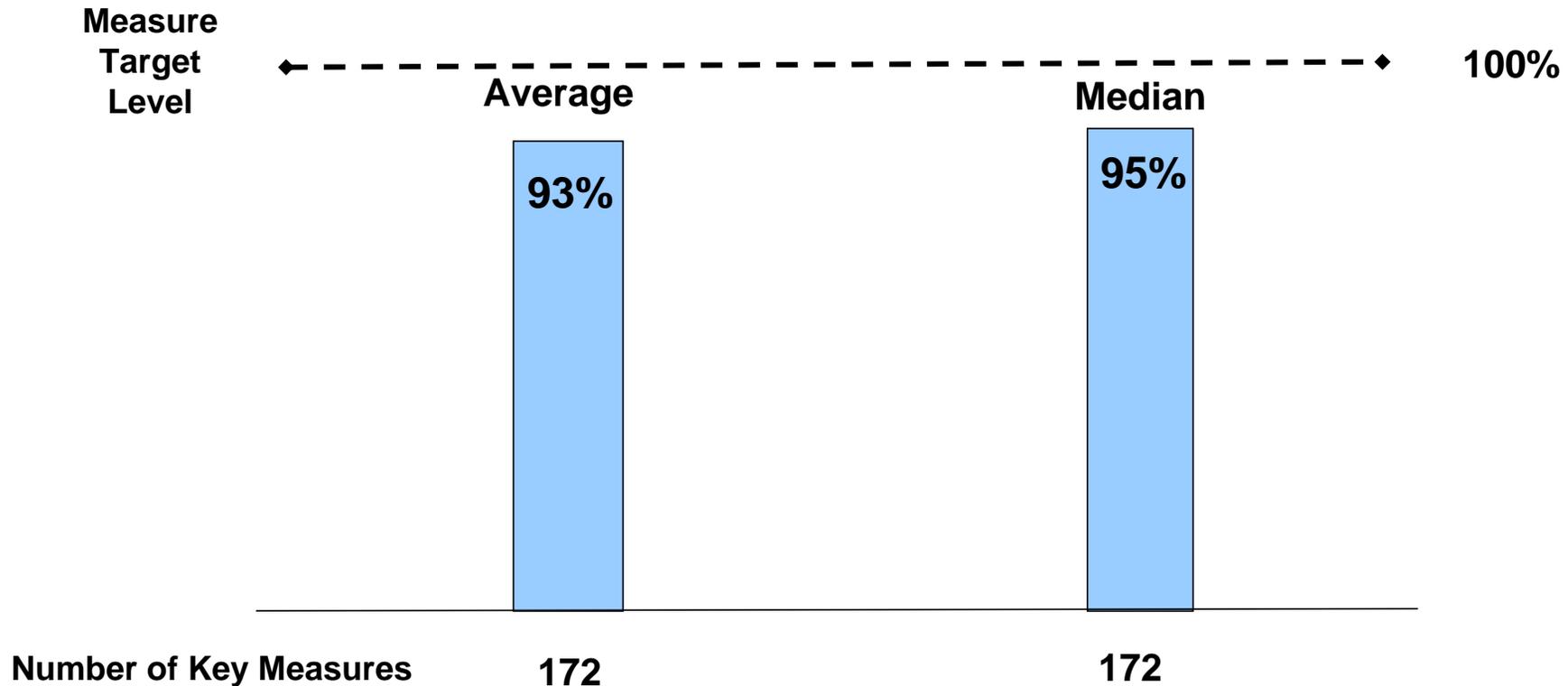
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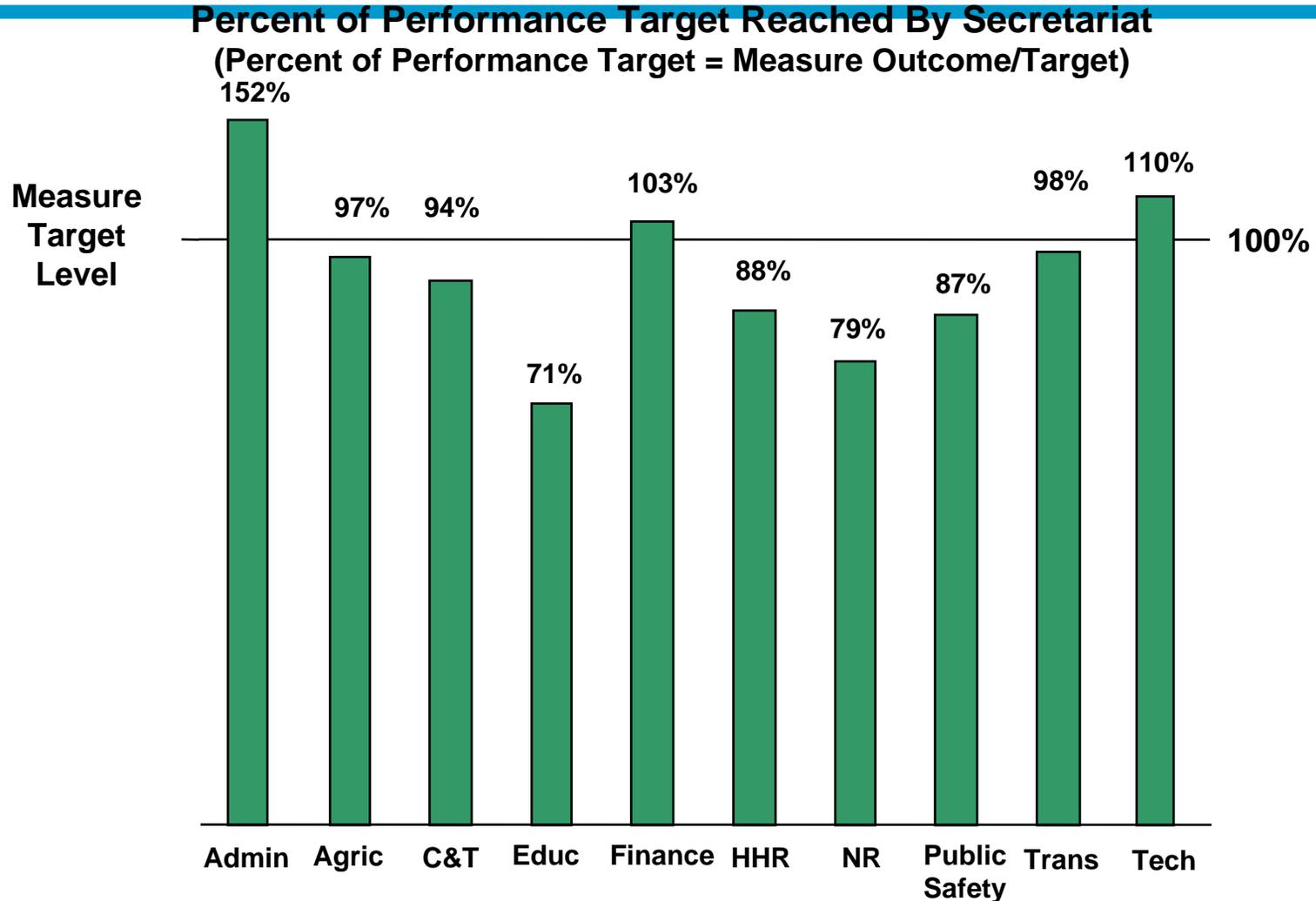
Performance Against Stretch Targets

Agencies' Overall Performance On Key Measures Compares Favorably To Established Targets

Percent of Performance Target Reached On Key Metrics
(Percent of Performance Target = Measure Outcome/Target)

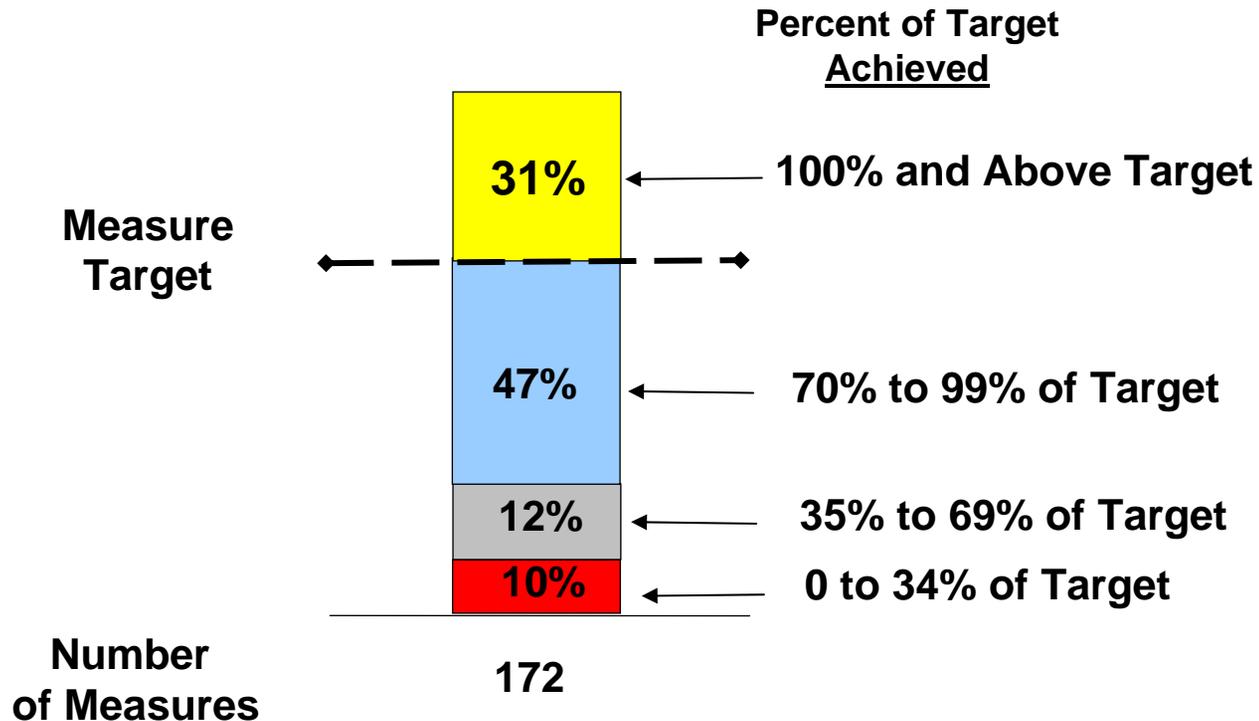


There Is Significant Variation In Performance Outcomes Across Secretariats



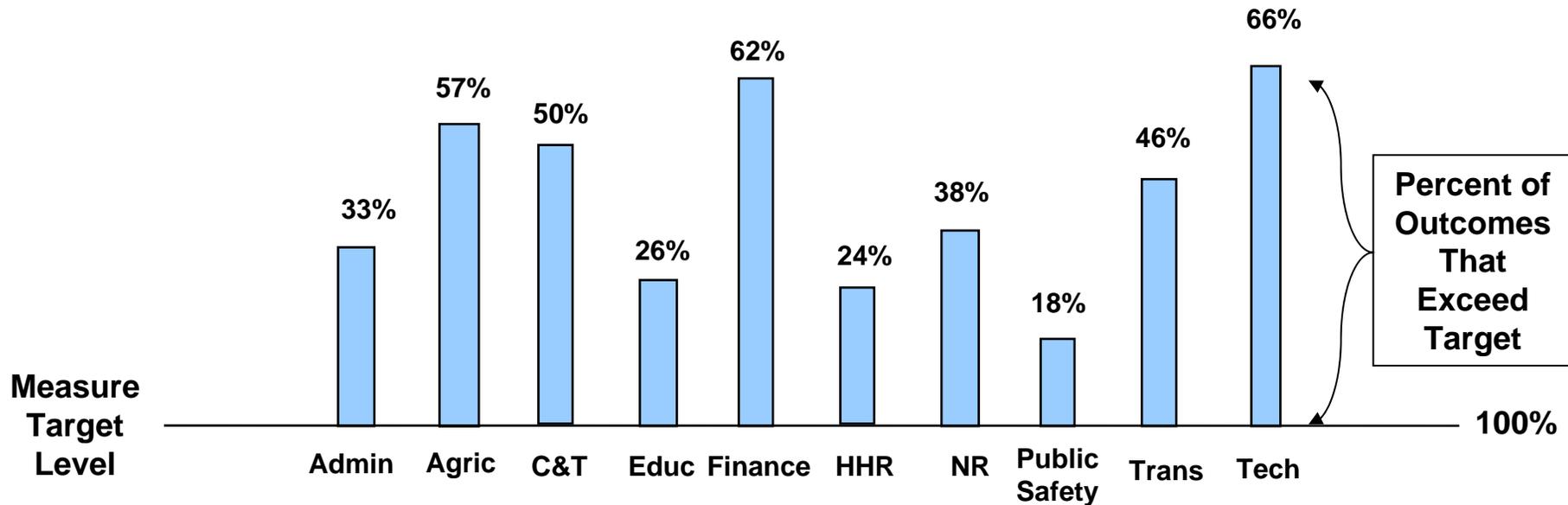
Despite The Recent Vintage Of The System, Agencies Had An Unusually Large Number Of Outcomes That Exceeded Established Targets

Frequency With Which Performance Outcomes For Key Metrics Exceeded Targets



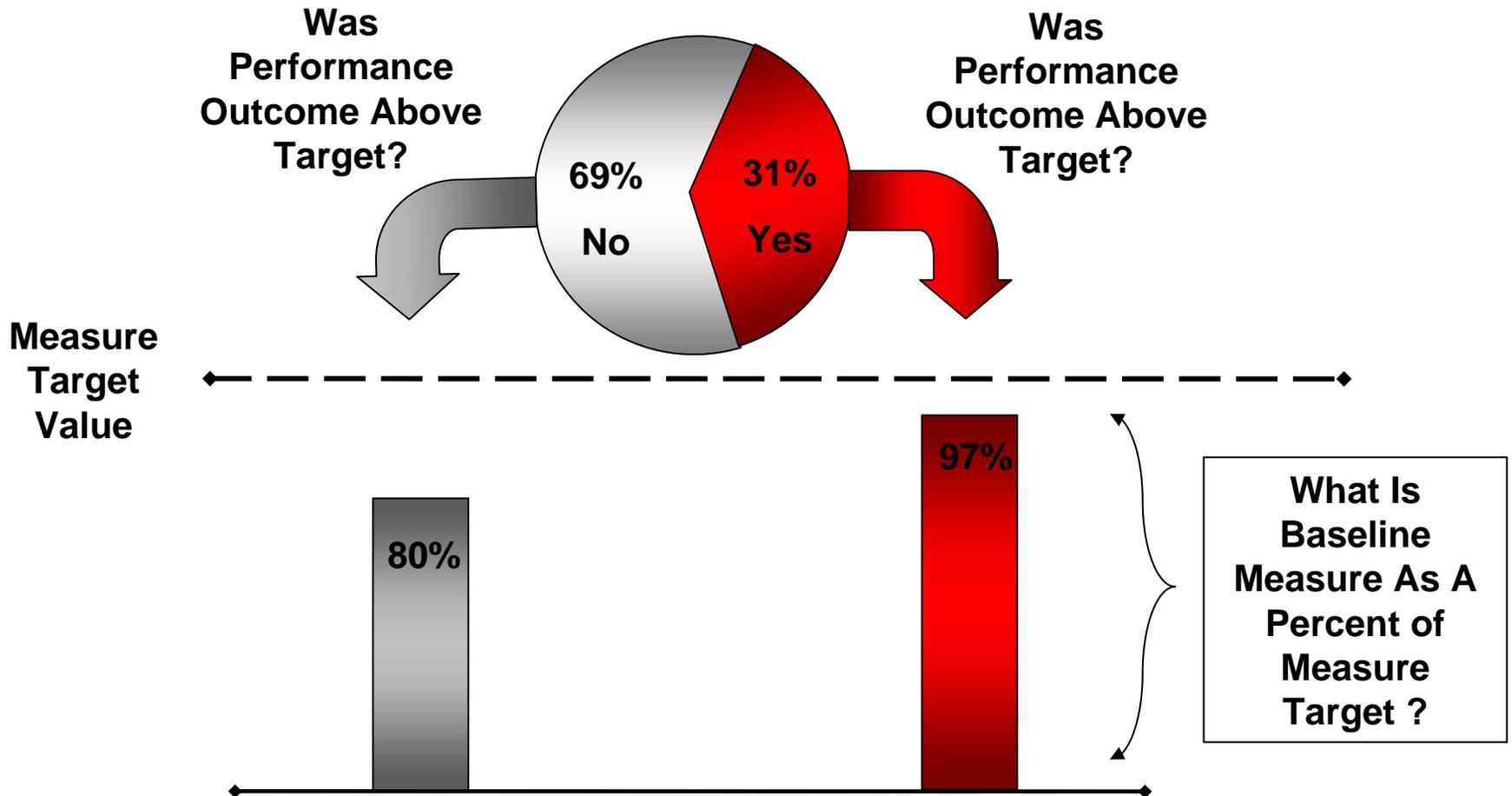
...In Some Secretariats, More Than Half Of The Outcomes For Key Agency Metrics Are Above Established Targets

Percent of Performance Outcomes Exceeding Targets
In Each Secretariat



Note: Results are based on data from 172 outcome measures

Early Success On Some Outcomes May Be Due To Agency Suppression Of Measure Targets

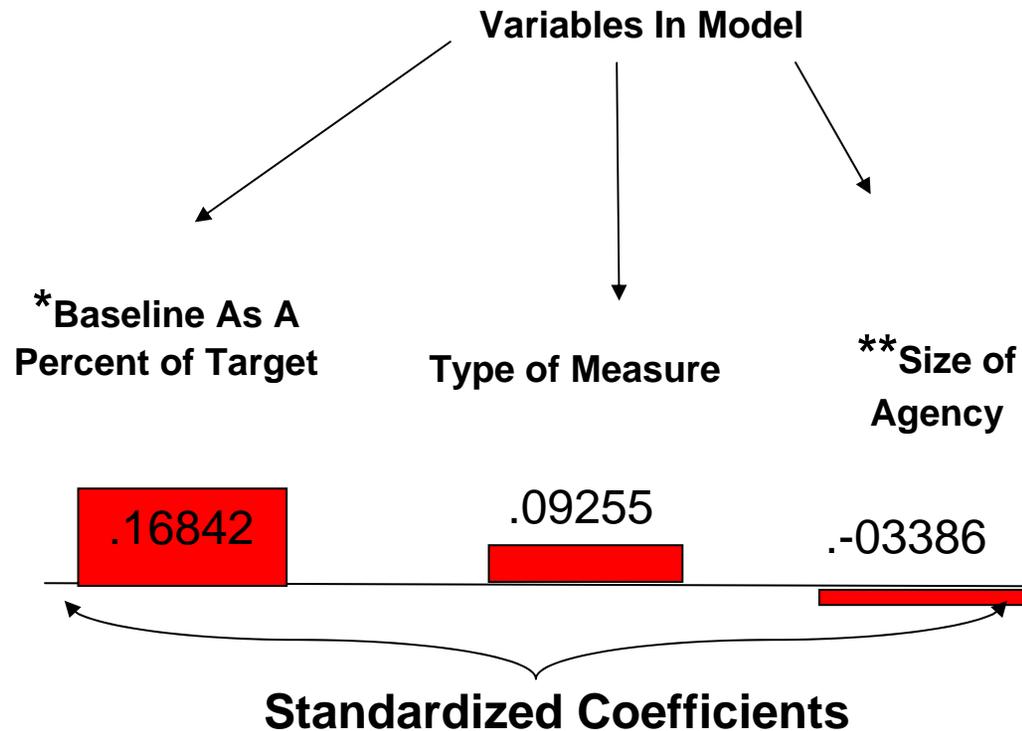


Regression Results Confirm That The Use Of Non-Aggressive Targets Is The Most Significant Factor Driving Early Outcomes In Virginia's Performance Management System

Factors Considered in Performance Model

- Agency Size
- Use Of Outcome vs. Process Measures
- Baseline as a Percent of Target

The Impact On Outcomes of Establishing Targets Close To Baseline



Notes: Estimates produced using OLS regression model. Dependent variable is performance outcome as a percent of measure target. R² for the model is .40.

* Denotes a .01 level of significance. ** Denotes a .10 level of significance

Conclusions

- Key accomplishments include:
 - Use of a limited number of important or key measures
 - Growth in the use of outcome Vs. process measures
 - High initial data reporting rates
- Remaining challenges
 - Large number of process type measures in the system
 - Reluctance to establish “stretch” targets

As a result.....

- Goals achieved without actually ramping up performance
- Such facile outcomes threaten the integrity of the system

Several Issues Must Be Addressed Moving Forward

- Steps must be taken to ensure that this system does not become viewed as just another reporting requirement.
- Possible steps to heightened and maintain interest in system:
 - Establish a monitoring mechanism for the system through DPB
 - Engage Cabinet Secretaries with quarterly or semi-annual performance reports and request their assessments of agency performance based on a review of these reports
 - Establish and implement a Governor's quarterly or semi-annual report to support a regular high-level review of agency performance
 - Carry out the promise to link the system to important budget decision making