

# ***Performance Management Guidebook***

## ***for Quality Service Management Offices***

*Final Deliverable – July 2021*

# Introduction

The table below provides an overview of the purpose, benefits, and guidance on how individuals and organizations\* can use the **Performance Management Guidebook** to meet their unique performance management needs.

## Purpose of the Performance Management Guidebook

- The **Performance Management Guidebook** provides the QSMOs and relevant stakeholders with recommendations around a common approach to measuring and managing performance across the QSMO environment
- The **Performance Management Guidebook** was developed so QSMOs and relevant stakeholders can see and understand the high-level sequence of recommended activities needed to stand up and operationalize their performance management functions
- The **Performance Management Guidebook** can be used by both existing and future QSMOs to carry out their performance management needs

## Benefits of the Performance Management Guidebook

- Integrates relevant performance management materials referenced and developed across both Phase 1 and Phase 2 of the Business Architecture effort
- Provides a common process by which OSSPI and the QSMOs can measure and manage performance of the government-wide QSMO effort
- A clear understanding of OSSPI's and the QSMO's roles will promote stakeholder collaboration when necessary, with relation to performance management
- A common approach to performance management will result in increased operational efficiency, a more consistent customer experience, and ultimately improved performance for OSSPI, the QSMOs, and customer agencies

## How to Use the Performance Management Guidebook

- Use the **Performance Management Guidebook** to understand the high-level process required for QSMOs and relevant stakeholders to stand-up and operationalize their performance management functions
- Understand opportunities for collaboration with stakeholders and existing performance management materials and artifacts previously developed by OSSPI and the QSMOs
- Compare your organization's existing performance management capabilities to those listed in the **Performance Management Guidebook** to understand where additional support and expertise might be needed
- Supplements the guidance and information included in the **Performance Management Framework – Process View** depicted on slide 4

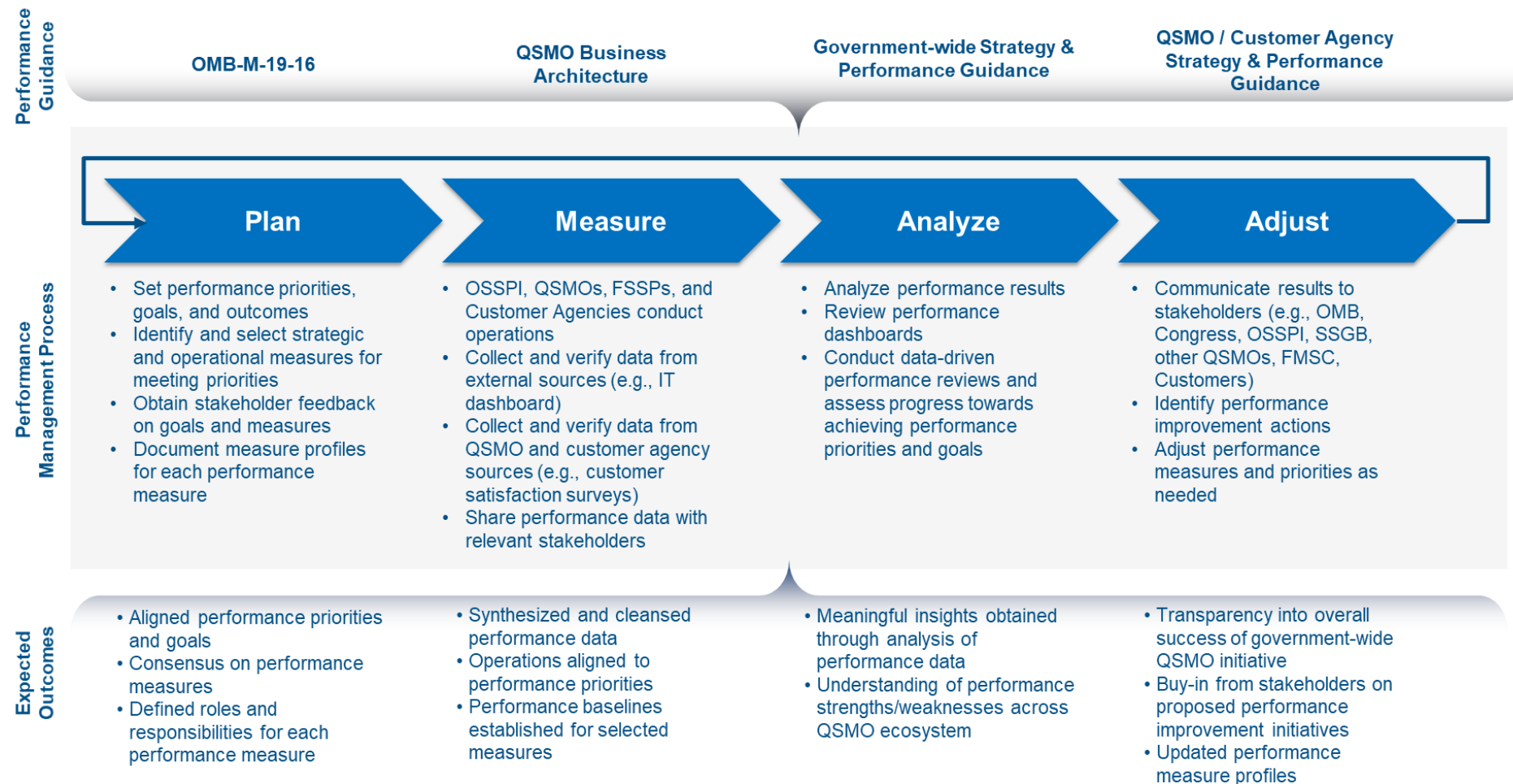
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# Introduction

The **QSMO Performance Management Framework – Process View** is graphically depicted below. This **Performance Management Guide** is designed to provide supplemental detail and information for users to reference as they are navigating their organization’s unique performance management journeys.



# Glossary of Terms

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Throughout this **Performance Management Guidebook**, we will refer to the following *key concepts and terms*:

- Quality Services Management Office (QSMO)
- Office of Shared Solutions and Performance Improvement (OSSPI)
- Federal Shared Services Provider (FSSP)
- Office of Management and Budget (OMB)
- Shared Services Governance Board (SSGB)

# Plan Your Performance

The first step in an organization's performance management journey is to undergo a performance planning effort to ensure that the relevant stakeholders are aligned on where the organization is today, and what it would like to accomplish in the future. The organization must identify the relevant performance priorities, goals, outcomes, and measures to help take a data-driven, results oriented approach to understanding and improving performance.

## Key Questions

- What are the key performance goals that the organization would like to achieve?
- Is the organization currently aligned to the right performance goals and priorities?

## CHECKLIST

- Achieve an understanding of the shared services regulatory environment - including any relevant policy and performance guidance issued by Congress, OMB, OSSPI, and/or the individual organization.
- Engage OSSPI and/or any of the QSMOs to understand existing performance goals, outcomes, and measures currently being tracked across the QSMO environment.
- Work with relevant stakeholders to identify a series of organization-specific performance goals, which represent the top priorities of the organization – the identified goals should align with:
  - The broader Agency and/or Department strategic and performance goals
  - The performance goals identified in the *Tiered QSMO Performance Management Framework*
- Using the identified performance goals, work with relevant stakeholders to identify and document a series of performance outcomes that the organization can expect to achieve by successfully accomplishing each performance goal.

# Plan Your Performance

## CHECKLIST

- ❑ Specify a series of performance objectives, strategies, and tactics that the organization will use to achieve its identified goals – moving from objectives to strategies to tactics is a process of being increasingly specific about how the organization plans to meet its goals.
- ❑ Select and refine a set of performance measures to help the organization track progress towards achieving the identified performance goals and outcomes. This set of measures can include existing QSMO performance measures or additional measures unique to the organization’s operating environment.
- ❑ Assess performance measure viability through a series of working sessions with relevant QSMO stakeholders using a pre-defined set of screening criteria:
  - ❑ Tier One: Assess the validity, stakeholder buy-in, and measurement costs
  - ❑ Tier Two: Assess the operational quality and reliability of the measures that have passed Tier One screening
- ❑ Socialize identified performance measures with relevant stakeholders, including OSSPI, the QSMOs, and existing or potential customer agencies, and refine measures based on feedback obtained.
- ❑ Develop a formalized measure profile for each of the performance measure. Performance measure profiles provide detailed overview of measure ownership, description, data sources, targets, calculation methods. The measure profile template included in the [Performance Management Resources](#) slide can be used to help facilitate this process.

# Measure Your Performance

Once the organization's performance goals, outcomes, and measures have been established, you can begin to collect the data needed to measure and analyze performance. You will collect and synthesize data from a variety of data sources, cleanse collected data, stage the data, and begin to identify initial insights. The organization must also identify existing performance analysis tools or develop plans to acquire a tool to help conduct performance analysis.

## Key Questions

- What standard processes can the organization establish to help facilitate the data collection effort?
- What is the performance baseline for each measure?
- What performance analysis tool will the organization use for its analysis?

## CHECKLIST

- Conduct standard day-to-day business operations in alignment with performance goals, outcomes, strategies, and tactics identified in the *Plan Your Performance* phase.
- Actively monitor on-going operations and identify any risks or issues that might impact the organization's ability to meet its performance goals.
- Document risks, performance issues, and any remediation approaches identified throughout the performance period for further discussion in the data-driven performance reviews included in the *Analyze Your Performance* phase.
- Formalize the approach to performance data collection and verification – when possible, the identified approach should use existing data collection means to minimize the burden. At a minimum, the organization should be able to effectively answer the following questions:
  - Where does the data come from?
  - Who is responsible for collecting the data?
  - How often is it collected?



# Measure Your Performance

## CHECKLIST

- Engage OSSPI and the QSMOs to understand the types of performance management tools that each stakeholder group currently uses to track, visualize, and report performance results – examples of potential tools include performance management reports, dashboard reports, data visualization tools, and others.
- Engage relevant stakeholders within the organization to discuss whether performance reporting needs can be met through use of existing tools, or if a new reporting tool should be developed or acquired.
- Conduct an analysis of each of the identified performance tool options, comparing costs, benefits, feasibility, risks, impacts, and alignment to the organization's goals.
- Select and implement the agreed-upon performance reporting tool.
- Collect, synthesize, and prepare performance data for analysis from the specified data sources (including both internal and external data sources) and assess overall data quality - including completeness, accuracy, and timeliness.
- Using cleansed performance data, establish performance baselines for each performance measure.
- Distribute cleansed performance data to relevant stakeholders (OSSPI, QSMOs, customers, providers, etc.) in alignment with the measure profile, as necessary.

# Analyze Your Performance

After you've collected, cleansed, and staged the performance data, you are ready to analyze your findings, highlight insights, and conduct data-driven performance reviews with relevant stakeholders. The goal of this phase is to understand the extent to which the organization is meeting its performance targets. Effective performance analysis will allow the organization to understand both performance strengths and areas where there may be an opportunity for improvement.

## Key Questions

- Are there any insights or performance trends identifiable in the performance data?
- What are the areas of strength and opportunities to improve performance?
- What strategies will the organization use to remediate performance issues?

## CHECKLIST

- Ingest the cleansed performance data into the selected performance management analysis tool.
- Initiate analysis of results against established performance targets identified in each measure profile – this analysis should include initial identification of performance baselines, trends, successes, issues, or risks that could impact future performance.
- Prepare performance results and initial findings for in-depth data-driven performance reviews to obtain additional insights on performance.
- Conduct internal data-driven performance reviews with relevant stakeholders to further analyze progress towards achieving the specified performance goals – data reviews can include a variety of relevant stakeholders, including:
  - The organization's internal senior leadership team
  - OSSPI and the QSMOs
  - Customer agencies and solution providers

# Analyze Your Performance

## CHECKLIST

- ❑ The organization should plan and facilitate data-driven performance reviews to help relevant stakeholders achieve a greater understanding of the organization's performance - key focus areas can include:
  - ❑ Where the organization is successfully performing and meeting its specified targets
  - ❑ Where there might be an opportunity to adjust goals, strategies, objectives, tactics, and even measures to drive improved future performance in both the short and long-terms
  - ❑ Discuss performance issues and remediation strategies identified throughout the performance period
  - ❑ Adjust roles and responsibilities, as needed, to ensure that the organization is aligned toward successful achievement of its goals
- ❑ Collect and synthesize feedback obtained in each of the data-driven performance reviews and develop a performance summary report for distribution to the organization's relevant stakeholders.

# Adjust Your Performance

To achieve sustained, long-term success, organizations must view performance management as an on-going process. High performing organizations emphasize transparency - results should be proactively communicated. The organization and its stakeholders should collaboratively refine performance goals, outcomes, and measures to incorporate lessons learned or react to changes in the QSMO operating environment.

## Key Questions

- Has anything changed in the operating environment that might affect future performance?
- How do those changes impact the organization's approach to performance management, and what should be done to counteract the change?

## CHECKLIST

- Communicate performance results by distributing the Performance Summary Report to the organization's relevant stakeholders – this could include Congress, OMB, OSSPI, SSGB, QSMOs, customer agencies, and providers.
  - The organization posts performance results on relevant communication channels (i.e., QSMO websites, Max.gov, and/or Performance.gov)
- Using the initial inputs identified in the *Analyze Your Performance* phase, develop a comprehensive list of proposed performance improvement actions that will be presented to stakeholders and implemented in the next performance reporting cycle.
- Conduct working sessions with relevant stakeholders to present performance results, proposed remediation strategies, and to solicit additional feedback on where the organization can continue to refine and improve performance in the future.
- Formally adjust performance goals, outcomes, measures, measure profiles, baselines, objectives, strategies, and tactics using the feedback obtained from relevant stakeholders and initiate operations in alignment with relevant changes.

# Performance Management Resources

A list of relevant performance management resources, including reference materials, data sources, and general information, is included below:

## Reference Materials:

- Tiered QSMO Performance Management Framework
- Performance Management Framework – Process View
- QSMO Business Architecture Final Deliverable

## Data Sources:

- Federal IT Dashboard - <https://itdashboard.gov/>
- Performance.gov - <https://www.performance.gov/>
- Federal Integrated Business Framework - <https://ussm.gsa.gov/fibf/>
- Shared Services Customer Satisfaction Survey – (Link TBD)

## General Information:

- Office of Shared Solutions and Performance Improvement (OSSPI) - <https://www.gsa.gov/governmentwide-initiatives/shared-solutions-and-performance-improvement>
- Max.gov - <https://portal.max.gov/portal/home>